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In This Issue...

2001 Annual Report

US Army Corps of Engineers®

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LETTER FROM THE EDITOR

2001 — **What a year this has been!** A new president and vice-president, a new Deputy Chief of Engineers and a new Director of Military Programs. Still, for most of us, the year really began on September 11th. We continue to be shocked by the needless loss of friends, co-workers and innocent bystanders. Nevertheless, life goes on. As the year comes to an end, we reflect on the many challenges, opportunities and changes we all have endured and experienced.

I am extremely grateful to have you as our readers. You are the biggest contributors to the *Digest's* success, continually challenging us to be our best. Without you, there would be no *Digest*.

But I need to take a moment now to thank several individuals who help to make my job as editor of the *Digest* a lot easier—my dedicated POCs. Much of their work is done behind-the-scenes and they are seldom recognized for it.

George Cromwell works in the Facilities Policy Division of the ACSIM. He is very good at badgering the ACSIM folks into providing coverage on policy changes that impact installation facilities and housing. Ron Mundt is an electrical engineer in the Corps' Special Missions Office. The creator of the Joe Sparks vignettes, Ron also teaches me science in his spare time. John Lanzarone is my bridge to the Engineering and Construction world at headquarters and the field. In his previous life as a mechanical engineer with the US Army Center for Public Works, he was one of my biggest contributors. Now he just cracks the whip, but the results are the same, informative and timely articles. Greg Jones works in the Environmental Division of Military Programs. Conscientious to a fault, Greg is always expanding his already vast network in the environmental arena.

The *Digest* is my "work," but for the gentlemen above, the *Digest* is "other duties as assigned by the boss." Yet they never complain about the extra work and have truly "stepped up to the plate." As soon as I put out a call for articles, they get busy contacting their co-workers and you in the field. They are the ones who keep tabs on who promised to submit what and when. They also provide me with the names of the authors, telephone numbers and e-mail addresses, photo captions and other information that you like to see at the end of our articles but too often forget to include with your own submittals.

I would also like to thank the Army Environmental Center staff for their many contributions over the past year. As a matter of fact, they usually send me more articles than I can use, and if I forget to send them a request for articles, they call to ask about the current theme. Neal Snyder, the *Environmental Update* editor, has been particularly generous in sharing his installation stories.

And last but not least, there's Dana Finney, the gifted public affairs officer for CERL in Champaign, Illinois. Over the years, Dana has been a most prolific and dependable contributor. All the times I asked her to bail me out when I needed an article on a specific topic, she never turned me down.

George, Ron, John, Greg, Neal and Dana -- I salute you!

This has been a great year for the *Digest* -- we published seven issues, including this one. Our distribution list keeps growing and we now have past issues accessible on the new ISD web page. This, our final issue for 2001, is the annual report, which.gives you a snapshot of the work we have accomplished in the area of installation support. ACSIM, Huntsville, the labs and the districts have also contributed articles about their efforts on your behalf.

This is a time for fresh starts and setting new goals. I look forward to serving you in the new year and sincerely hope that our soldiers come home soon -- safe and victorious.

Until next year...

Alexandra K. Stakhiv

Alexandra K. Stakhiv, Editor, *Public Works Digest* PWD

George Cromwell

Ron Mundt

John Lanzarone

Greg Jones

Neal Snyder

Dana Finney

Installation Support Division– working hard for you!

The Installation Support Division (ISD) is one of four divisions in the Directorate of Military Programs. Led by Kristine Allaman and George Braun, our responsibilities include providing HQ USACE staff support, directing real property facilities management and installation support activities for the Directorate of Military Programs, and performing related services for the Army and the office of the Assistant Chief of Staff for Installation Management.

To help eliminate fragmented systems management and still retain IFS/HQEIS technical and functional knowledge within the government, ISD transferred the IFS/HQEIS mission and functions and other support functions to the Assistant Chief of Staff for Installation Management (ACSIM) in July. IFS technical and functional system support may still be obtained from Software Engineering Center at Fort Lee (SECL), Virginia.

The ISD Planning and Real Property Branch handles a variety of activities related to the management of Army real property. This includes master planning, space management, real property classification, and use, range use, disposal and maintenance of real property data. Other assignments this year included assistance with the Fort Future concept for Transformation of Army Installations, Critical Infrastructure Protection and sustainability of facilities on installations.

Some of the Planning Branch crew: (L to R) Tracy Wilson, Steve Reynolds, Mike Rice, Dick Daley, Paul Landgraff, Sang Yo and Andrew Jackson.

Our Installation Support Policy Branch sets priorities and determines strategic goals and objectives for the Corps' Installation Support Program. This includes: 13 Installation Support Offices, 9 located around the Country and 4 overseas (Germany, Honolulu, Korea, and Kuwait); 26 Project Manager Forwards located at major Army installations who work in the Directors of Public Works facilities; and a limited checkbook to accomplish small studies. The entire program operates on a budget of $8 million a year. The Corps of Engineers continues to provide exceptional services, many of which are fully reimbursable. Direct funding is provided to the Huntsville ISCX and MSCs for installation support.

A small, closely-knit group, ISD personnel work hard on your behalf to ensure that key technical services provided by USACE have the right policy and program backup. Although we have downsized considerably, our desire to assist you with your installation needs has not diminished. Here's a sample of the work we performed in 2001:

Installation Support Conference Calls

We have been measuring the success of our programs through bi-monthly conference calls where Installation Support personnel from headquarters, Installation Support offices and the districts and the ACSIM discuss a variety of installation support topics. The 90-minute sessions focus on what the Corps can do to help installations, such as providing limited funds or manpower for small engineering evaluations, studies and recommendations, design charrettes, 1391s, master planning assistance, environmental concerns, Source Selection Evaluation Boards, knowledge management web site developments, and training conferences and workshops. Also covered are a variety of internal management topics such as funding allocations, installation support management plans, and personnel and organization changes.

The minutes of past conference calls are posted in the Library of our homepage at http://www.hq.usace.army.mil/isd/. Your feedback on these calls, past or future, is always welcome.

POC is Don Emmerling, (202)761-5767, e-mail: donald.c.emmerling@usace.army.mil

Support to Army Transformation

ISD has the lead in managing USACE support to Army Transformation. In particular, we are supporting the ACSIM in defining what installations should look like in the future in order to support Army Transformation.

As the proponent for the Installation Line of Operation in the Army Transformation Campaign Plan, ACSIM has developed a template for installation requirements for the Interim Brigade Combat. The template addresses facilities, base operations, installation services & environmental requirements.

As Interim Brigade Combat Team (IBCT) stationing decisions are made, existing installation conditions will be compared to this template to determine unfulfilled requirements. As we learn more about the IBCT and its requirements, ACSIM will adjust the template.

Meanwhile, USACE has established a Transformation Task Force with Lines of Operation corresponding to and supporting Lines in the Army Campaign Plan. A working group of USACE facilities, engineering, and R&D members, and ACSIM, is examining longer-term installation planning in support of Transformation objectives. They are defining requirements to transform current installations into those fully supporting the Objective Brigade Combat Teams (OBCT). This effort ➤

is called "Fort Future."

To help plan the transformation of installations, ACSIM and USACE are sponsoring a seminar-style installation wargame to provide a forum for senior Army leaders to articulate the mission critical functions that will be required of future installations. The wargame will help develop new installation concepts for Transformation success, such as:

- Facilitating more rapid and effective deployment and sustainment of U.S. forces.
- Achieving higher levels of unit training and readiness.
- Enhancing force protection and survivability.
- Enhancing wellness of service members and their families.
- Creating installations that are versatile and flexible enough to respond to continuous change in the forces that they are supporting.
- Identifying mechanisms for accelerating installation transformation to meet the needs of future forces.

The study is ongoing at this time. The first game took place on 6 December 2001 at the Applied Physics Laboratory at Johns Hopkins University.

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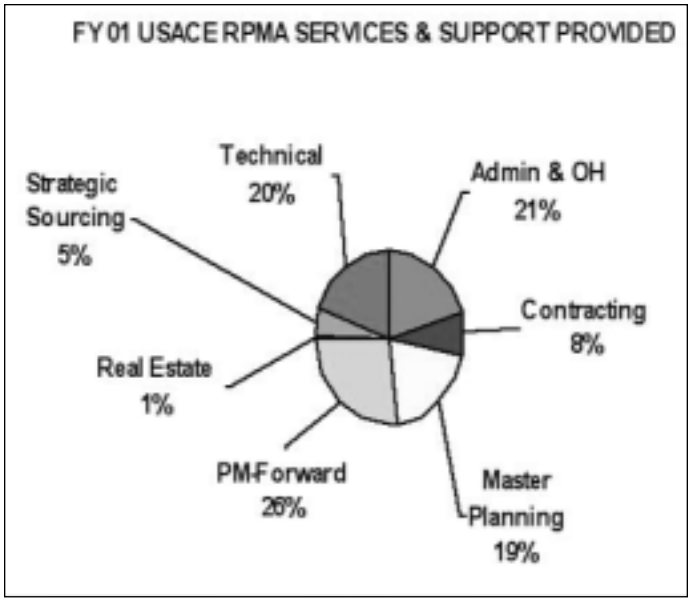
Critical Infrastructure Protection

Executive Order (EO) 13010 Critical Infrastructure Protection, dated July 1996, stated that certain national "infrastructures" are critical to the national and economic security of the United States and the well being of its citizens. Based on this EO, Presidential Decision Directive (PDD) 63 (22 May 1998), established National Critical Infrastructure Protection (CIP) policy and an organizational structure for effecting a private-public partnership in this arena.

One of the structural components was a 10 Sector Defense component. Public Works is one of these sectors and USACE is the lead agency in coordinating the Public Works CIP program. The Chief, Installation Support Division, is designated as the DoD Chief Infrastructure Assurance Officer for Public Works. This includes all public works assets of the three Armed Services as well as coordinating USACE Civil Works related assets.



Work in the CIP arena gained increased urgency in the wake of the terrorist attacks of 11 September 2001. As part of the DoD-wide effort, the Army identified its Critical Assets (to include USACE Civil Works Assets). The Army and the other Services will be using their existing planning processes to conduct OPLAN analysis and assessments and identify Public Works requirements, identify single points of failure, map-inter and intra-dependencies between CIP sectors, develop mitigation plans and refine critical asset lists. These plans will be the basis for implementing Force Protection/Anti-Terrorism actions.

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Excess Installation Disposal

ISD staff have been working with AMC to build a plan for expediting the disposal of excess installations. The idea is to transfer these installations to the Corps, which will leverage its extensive expertise in environmental remediation, and real estate management to expedite the rapid disposal of excess properties.

This proposal allows AMC to focus its resources on maintaining its core competencies on materiel development and the Army to use the Corps' extensive experience to rapidly remove these costly properties off the Army real property inventory.

AMC and USACE first case study will be the disposal of Cornhusker Army Ammunition Plant (CHAAP). The Deputy Assistant Secretary of the Army for Installations and Housing has approved the transfer of CHAAP from AMC to USACE. AMC's Operations Support Command and USACE's Northwestern Division are finalizing the transfer and disposal plan.

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Sustainable Design and Development

ISD was a part of the ACSIM and USACE team that developed the Army's Sustainable Design and Development (SDD) policy. SDD is an evolving concept and process for the systematic consideration of current and future impacts of an activity, product or decision on the environment, energy use, natural resources, the economy and quality of life.

Executive Order 13123, "Greening the Government through Efficient Energy Management," mandated federal agencies to adopt SDD. In April 2000, ➤

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the Deputy Assistant Secretary of the Army for Installations and Housing, established the Army's policy incorporating SDD principles into installation planning and infrastructure projects. The ACSIM was directed to implement the SDD policy and USACE to provide the supporting technical guidance.

Starting 1 June 2001, all Army infrastructure projects are to be evaluated and rated for "sustainability" using the Sustainable Project Rating Tool (SPiRiT). SPiRiT, developed by the ACSIM and USACE, is a self-evaluation process that will help installations and designers quantify and measure the sustainability of infrastructure plans and projects.

The initial Army goal is for all MACOM and installation projects to achieve a minimum Bronze sustainability rating. Most projects can reach a Bronze sustainability rating without increased costs while still improving installation sustainability and balancing available resources with customer requirements.

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Unit Set Fielding

ISD is supporting the ARSTAFF in validating facility and installation requirements, as a part of the Chief of Staff of the Army (CSA) Unit Set Fielding (USF) initiative. USF is the process by which the Army will field new unit capabilities.

Equipment, doctrine and force structure changes are packaged and fielded to a unit as a well integrated set, rather than piecemeal, to installations that are not prepared to absorb the changes.

Under the oversight of ISD, the USACE Combat Readiness Support Team (CRST) identifies facility requirements for Army systems coming on line. This planning and programming information is recorded in the Support Facility Annex (SFA) for each system as a part of the Army's Integrated Logistics Support Program. Then, upon reception and incorporation of comments into the SFA, the CRST compares the requirements recorded in the SFA to the facilities available at each fielding location to identify shortfalls.

Three major Army systems receiving priority attention this year were: Crusader, the Army's new, self-propelled 155mm howitzer; the Shadow 200, a Tactical Unmanned Aerial Vehicle; and Soldier Systems, which includes the Land Warrior, the Army's first-generation, modular, infantry, fighting system.

In addition to these priority systems, CRST is tracking other systems, such as communications and training upgrades to Army weapons systems ➤

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Some of the Policy Branch crew: (L to R) Fred Reid, Alex Stakhiv, Mike Kastle, Mike Kishiyama, Don Emmerling and Milt Elder.

(tanks, helicopters, etc), which may not create a need for an SFA, but whose operation and use will impact installation and facility infrastructure. Other actions supporting ACSIM and DCSPRO include identifying digitization enablers for the Interim Brigade Combat Team (IBCT), and legacy force units, and supporting TRADOC and AMC in evaluating individual and unit storage options for Land Warrior fielding.

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PAX, Army Knowledge Management

During the past year, the PAX support staffs in Washington, D.C., and Huntsville, Alabama, completed the development and fielding of web versions of all applications within the PAX environment. X.25 dialup access to PAX has been eliminated, and PAX is now accessed via TCP/IP (the world wide web).

The PAX support staffs are also working on Army Knowledge Management (AKO) and Public Key Infrastructure (PKI), issues that will have major impacts on all current information technology systems. PAX DITSCAP and Security requirements for reaccreditation are other major efforts already well underway.

The Huntsville Center PAX Support Team provided Helpline support to the installation DPWs, DOIMs and supporting organizations with guidance on using the recently fielded Congressional Add Module as well as the Web1391 Processor System and all supporting modules such as the DD 1390, Information System Cost Estimating (ISCE) Program, and the Economic Analysis Package (ECONPACK). This assistance was especially critical during the OSD and Congressional submission periods.

Out of a total of 2098 calls received by the Huntsville Center PAX Support Helpline during FY 2001, 1150 calls or about 55% of all calls received were from installation users.

ISD also conducted the following training courses and workshops: DD1391 Processor System, Economic Analysis for MILCON, and Information Systems Planning, Programming, and Cost Estimation (ISPPCE). These courses/workshops provided PAX users at Army installations with detailed instructions for utilizing the automated systems which play a vital role in the programming of MILCON programs.

You may reach the Huntsville PAX Helpline at DSN 760-1838, Commercial (256) 895-1838, or via e-mail at PAXSpt-Huntsville@hnd01.usace.army.mil.

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Career Program 18/DPW Awards Program

In 2001, armed with funding secured by CP-18 Functional Chief's Representative Bill Brown, Career Program Managers from ACSIM, Major Army Commands, and Corps of Engineer districts, divisions, and labs assembled with careerists from across the Army to define the comprehensive changes necessary in the Civilian Education, Training, Education and Development System for engineers and scientists (resources and construction). The changes these groups identified were incorporated into a strong statement of work, a contractor was secured, and within 12 months, the CP-18 ACTEDS Plan was revised and an outstanding electronic web site developed.

The CP-16, Engineers and Scientists (non-construction) Functional Chief, and representatives from the Assistant Secretary of the Army have been briefed and efforts are continuing to further refine the plan and place it on the USACE and Department of Army web sites. As part of this effort, careerists were surveyed and data was developed on the knowledge, skills, and abilities essential to performing well in CP-18 positions, as well as how to progress from entry-level to senior positions.

ISD also participated in a team to revise the Senior Executive Review Group (SERG) visits to military Garrison Commanders. After revising the SERG concept, the team developed a draft SERG SOP and distributed to the field a letter jointly signed by the USACE Director of Military Programs and the ACSIM. ACSIM currently has the responsibility for SERGs, and a schedule is posted on the USACE Military Programs web site.

The DPW Awards program is underway after a tremendous showing from your installations and MACOMS for the 2000 Awards program. This program selects winners in 9 categories of awards, with installation nominees submitted through MACOMs to USACE, where nominees are compiled and returned to MACOMs for rating and ranking. All award winners receive a bronze plaque and letter of commendation signed by the Chief of Engineers. Civilian government employee winners also receive a $2,500 check.

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ISD Home Page

Our home page (http://www.hqusace.army.mil/ISD/) got a complete revamping this year. We have expanded to include Installation Support Conference Call Minutes, past issues of the *Digest*, and Public Works Technical Bulletins. Our front page features the current issues of the *Digest*, USACE *Engineer Update*, The *Corps Environment*, and VISIONS. It is now easy to access other useful web sites such as Army Knowledge Online, Army Environmental Center and ACSIM Competitive Sourcing Office with special links. Those needing specialized support can go to the Huntsville Center of Expertise (ISCX) via a hot button up front.

We also reorganized our Planning and Real Property page with an index of subpages where all the planning tools are pulled together. The job section there advertises positions for GIS, master planner, and real property professionals. The phone books continue to provide information on installations, installation support offices, MACOMs, ACSIM and USACE.

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Public Works Digest

In calendar year 2001, we published seven issues of the Digest including this one. You must like what you're reading because our distribution list keeps on expanding.

To help keep you apprised of our leaders at headquarters, we instituted a "Who's Who at HQ" column; and to keep you better informed of our behind-the-scenes machinations, a permanent "Letter from the Editor" column.

The January/February issue on Installation Support introduced you to BG Steven Hawkins, Director of Military Programs, and provided examples of USACE installation support to you. In March, we covered our traditional Housing theme and the annual USACE workshop, "Developing the Capable Workforce," conducted as an introduction to the Black Engineer of the Year Award Conference.

The *Digest* once again protected the environment in April/May with stories of installation successes in the areas of pollution prevention, conservation, and habitat for wildlife. Several new automated systems, Environmental Management Information System, Army Environmental Database and EneryPlus, were introduced to improve access to environmental data and perform environmental analysis and system control.

(TOP) Long-time ISD staffers Jeri King (left) and Tony Vajda joined the ACSIM team when IFS/HQEIS functions were transferred last summer.

Don Emmerling (left) and Rafael Zayas helped redesign the ISD home page.

In June/July, the *Digest* featured highlights of the DPW Training Workshop held in conjunction with ENFORCE at Fort Leonard Wood in Missouri. Attendees of the town hall meeting at the close of the workshop brought up the need for a separate DPW conference co-sponsored by HQUSACE and ACSIM, and we saw that suggestion come to fruition in Baltimore just a few weeks ago.

SDD (Sustainable Design and Development) was the theme of the August/September issue with articles on charrettes at installations, using SPiRiT, and SDD web sites and awards. The October/November *Digest* was planned to cover the usual installation energy awards, management and conservation. However, after the attacks of September 11, we moved those articles further back so that we could include the outstanding efforts of our Corps personnel deployed to Ground Zero and the Pentagon.

This final issue for the year, our Annual Report to you, is a first and we are anxious to see how you like it. In 2002, we will return to the bi-monthly format and plan to have only six issues.

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2001 Base Realignment and Closure accomplishments

As of 13 July 2001, the statutory requirements of Defense Base Realignment and Closure Act of 1988, Public Law 100-526, and Defense Base Realignment and Closure Act of 1999, Public Law 101-510, as amended, to close 112 installations and realign 27 installations are complete. The Army was required to dispose of 250,958 acres. To date, the Army has disposed of 114,805 (45.74 percent) with 136,153 acres (54.25 percent) remaining for disposal.

While the closure or realignment requirements have been met, disposal often proves to be more difficult. The difficulty is a result of delays associated with environmental restoration efforts and changes in reuse plans.

The benefit derived from Base Realignment and Closure (BRAC) is that it enables the Army to reshape and restructure the Army and its infrastructure in order to support a transformed Army by saving dollars. These savings are realized primarily in base operations (BASOPS) and real property maintenance (RPM). The significant savings are a result of closure of the installations, which eliminates RPM, garrison overhead and associated BASOPS positions. Simple reductions of infrastructure do not garner similar savings.

Through fiscal year 2002, the Army will have expended a total of $5.36 billion on BRAC, while realizing annual savings of $945 million. Approximately one-third (33 percent) of the $5.3 billion spent pays for construction or modification of facilities at gaining locations, resulting in modern, efficient administrative and training facilities, and better housing for our soldiers and their families. Approximately 44 percent pays for environmental restoration at closed installations, and the remainder (23 percent) is for equipment and personnel relocation costs.

The challenges posed by environmental restoration efforts have delayed the ultimate disposal of BRAC properties. The significant challenges posed by the removal of unexploded ordnance, the remediation of groundwater, and the interface of a variety of regulatory authorities continue to hinder the disposal of property and, ultimately, the economic recovery of affected communities. A number of innovative approaches for environmental restoration were recently developed in an effort by the Army to expedite the transfer of property, while ensuring the protection of human health and the environment.

Two innovative mechanisms are being utilized to complete environmental restoration efforts: Guaranteed/Fixed Price Remediation (G/FPR) Contracts and Environmental Services Cooperative Agreements (ESCA). A G/FPR Contract obligates BRAC funds necessary for regulatory closure of specified restoration activities. The Army retains responsibility for completion of the environmental restoration, overseeing the contractor and ensuring that regulatory closure of the property is obtained.

An ESCA is a different mechanism, authorized under the environmental restoration program that obligates Army BRAC funds. It apportions some amount of liability to a governmental entity representing the reuse interests of the particular BRAC installation, in exchange for specific environmental restoration services outlined in the ESCA.

Although the Army retains oversight authority, the degree of Army involvement can be minimized by a formal Consent Agreement, negotiated between the governmental entity and local or state regulators. The degree of Army oversight will depend upon the assurances provided to the Army by the Consent Agreement that environmental restoration activities will be accomplished in a manner protective of human health and the environment.

The governmental entity must accept full responsibility for completion of the environmental restoration necessary to obtain regulatory closure of the BRAC property. The primary benefit of an ESCA is that it provides for integration of the restoration and redevelopment activities, allowing the Army to realize savings associated with increased efficiencies. Both the G/FPR contract and the ESCA include risk management mechanisms. The contractor or the governmental entity accepting responsibility for the restoration efforts must acquire environmental insurance. In addition, the Army retains a level of management oversight and lead agent authority in both mechanisms.

The G/FPR contract and the ESCA can support early transfer of BRAC property, authorized by the Early Transfer Authority, contained in the Comprehensive Environmental Response, Compensation and Liability Act, Section 120(h)(3)(C). This authority allows the transfer of property prior to the completion of the necessary environmental restoration. This enables the redevelopment of BRAC property while the restoration efforts continue.

The redevelopment will be limited by restrictions on the use of the property that are necessary to protect human health in the environment, prior to the completion of the restoration. These restrictions may be removed once regulatory closure is accomplished, depending upon the terms of the associated agreements.

G/FPR Contracts were initially executed as "pilot projects" by the Forces Command (FORSCOM) in 2000 at Camp Pedricktown, New Jersey, and Rio Vista Army Reserve Center, California. These contracts have been very successful, prompting the Army to execute several other G/FPR contracts. G/FPR contracts have been let for the following sites: Fort Sheridan, Illinois; Fort Devens, Massachusetts; Hingham Cossett Massachusetts; and Lom Poc Disciplinary Barracks, California.

The Army entered into three ESCAs in fiscal year 2001. These agreements were executed to cover activities at the Military Ocean Terminal Bayonne, Bayonne, New Jersey; the US Army Operations- Fitzsimons, Colorado; and the Reserve Forces Training Area, Devens, Massachusetts.

The Bayonne ESCA for the completion of installation-wide restoration activities was completed on September 7, 2001 with the Bayonne Local Redevelopment Authority for $11 million. The ESCA ➤

Army Environmental Programs support installations

If installations are to maintain Army readiness, they must support the changes to people, units, equipment and doctrine that transformation and modernization entail. Army environmental programs, therefore, must add value to the transformation and not merely comply with environmental laws and regulations.

Readiness and sustainability are now the bottom line measurements for installation environmental stewardship. Over the past year, the ***U.S. Army Environmental Center*** has managed a variety of efforts to help major commands and installations reach that bottom line.

Conservation of natural resources on installations is one way to ensure continued access to training and testing lands for new units and weapon systems. These resources, of course, also have value for stakeholders external to our posts. Efforts to understand and build upon these common interests have led to innovative successes that benefit Army readiness.

For example, a partnership among Fort Bragg, N.C.; the U.S. Army Environmental Center (USAEC); The Nature Conservancy; the Sandhills, N.C. Land Trust; and the U.S. Fish and Wildlife Service (USFWS) has created an effort to preserve private lands near Fort Bragg before development sets in.

"We are protecting one of the most endangered ecosystems in the country," said Katherine Skinner, executive director of the North Carolina chapter of The Nature Conservancy.

For the Army, the effort to preserve the longleaf pine ecosystem supports the long-term sustainability of Fort Bragg. The longleaf pine found throughout the region provides the habitat in which the endangered red-cockaded woodpecker lives.

The Conservation Center of the Sandhills is the result of a partnership among the US Army Environmental Center, Fort Bragg, The Nature Conservancy, the Sandhills Land Trust and the US Fish and Wildlife Service.

"Restrictions exist on the installation as to where and how soldiers can train in order to protect the woodpecker's habitat from being harmed by military activities. Those training limitations, however, could impact the effectiveness and realism of the training," said Mike Lynch, director of the Readiness Business Center at Fort Bragg.

The partners are identifying and prioritizing 10,000 to 20,000 acres for conservation around Fort Bragg. In addition, the USFWS is working to create a refuge in the counties around the post to connect existing land preserves for wildlife habitat that will help fend off incompatible land use.

Another innovative effort supporting installation sustainability involves the purchase of conservation easements at Fort Huachuca, Arizona. The Nature Conservancy will buy selected parcels of land for conservation easements within five miles of the San Pedro River from willing sellers by using funds provided by the Army and other federal agencies. The conservation easements will allow only low-water use activities.

"We're the first in the Army to purchase actual conservation easements, said MG John D. Thomas, Jr., commanding general of the U.S. Army Intelligence Center and Fort Huachuca.

The Army will receive water credits that will go towards its total goal for reduced water pumping, thereby helping the installation meet its groundwater needs.

The effective management of hazardous materials also protects natural resources in addition to preventing fines and delays that constrain installation management. USAEC provides both functional and technical support to help installations implement the Army's Hazardous Substance Management System (HSMS) program. Successful cradle-to-grave management of hazardous materials not only helps prevent notices of violation, but it can help improve logistics, procurement, and safety across the installation.

Using HSMS leads to better control of purchasing, increased inventory control, improved regulatory reporting, reductions in waste volume, and better working safety conditions.

For example, Picatinny Arsenal, New Jersey, one of the nation's largest research and development facilities, has implemented an HSMS to track and manage hazardous materials stored on the arsenal. Picatinny's goal is to reduce the amount of hazardous substances maintained on the installation by utilizing a "just in time" management approach. In addition to creating a central management and storage facility, the installation established business practices that promoted more ➤

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with the City of Aurora, Colorado, was completed in mid-September for the completion of the restoration of three landfills at the US Army Operations- Fitzsimons, Aurora, Colorado, for $11.8 million.

Just before the end of the fiscal year, another ESCA was executed with Mass Development for the completion of technical services at the Reserve Forces Training Area.

For additional information on these mechanisms and to determine which may be appropriate for your site, please call the Base Realignment and Closure Office at (703) 693-3500.

POC is Theresa Persick-Arnold, program manager, (703) 697-0216, e-mail: theresa.persick@hqda.army.mil PWD

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effective management of hazardous materials and hazardous waste. This capability provides opportunities for the installation staff to share hazardous material resources. This business practice saves money by minimizing the need to buy small quantities for immediate-need situations. It also reduces unnecessary waste disposal and protects the environment.

In addition to new business practices, sustaining installations for the long term sometimes requires new policies and priorities, according to Dr. Robert York, director of USAEC's newly created Range and Munitions Division. The Army is developing polices for managing unexploded ordnance and explosives constituents on Army ranges to ensure their use indefinitely. In addition, socio-environmental issues such as operational noise are now being viewed as sustainability and encroachment concerns. These issues are getting higher visibility and priority, he said.

Lead contamination also has become a priority range issue, particularly for small arms ranges. Bullets aren't as expendable as once believed. They have a "cleanup" cost associated with them due to the high content of lead in the projectile. High levels of lead content at some outdoor ranges could eventually become problematic for installations if we fail to manage and maintain ranges appropriately. USAEC has helped develop "green ammunition," a tungsten composite bullet, to reduce the need for cleanup.

"Green bullets," tungsten composite small arms ammunition, will help reduce the cleanup burden on installation small arms ranges.

The Center is managing an effort to create an inventory of Army ranges that will assist installations by providing data on range and training area assets. It is collecting data from more than 450 installations worldwide between October 2000 and June 2002. The inventory database includes geographic information system data consistent across all installations so queries can be conducted to identify the spatial location of Army range assets relative to human populations, endangered species, or water resources. This capability will provide a powerful tool for managing training and equipment testing resources.

Modernization of equipment is a continuous process essential to maintaining the Army's ability to respond to America's security needs now and in the future. Army environmental programs are taking the opportunity to minimize life-cycle costs through systematic planning and design, pollution prevention, and environmentally sustainable acquisition processes.

Under its Acquisition Support Initiative, USAEC has created three documents that provide "how to" guides for program and project managers. The Environmental Quality Life-Cycle Cost Estimating Handbook provides the methodology for developing and verifying environmental life-cycle costs for weapon systems. So far, USAEC has completed these cost estimates for the RAH-66 Comanche, the CH-47F Chinook and the AH-64D Apache helicopter programs and the Bradley M2A3 Infantry Fighting Vehicle.

Environmental analyses are and will be prepared at several levels to support Transformation. These analyses will ensure the Army makes the best decisions regarding environmental risks and costs.

USAEC recently fielded the Army Environmental Database and Analysis Toolkit, which complements and integrates the databases of five major existing environmental data collection programs. With AEDB, environmental managers need only go to a password-protected web site to find Army environmental data, analysis tools and related information about each installation. Environmental managers at all levels will find AEDB a valuable tool in assessing the condition of cleanup, compliance, restoration, and pollution prevention programs, according to Gregory Christ, coordinator of the AEDB project at USAEC. This will also reduce the installation's reporting burden and greatly lower the overall cost of environmental reporting.

New, more efficient management techniques, facilities and services are necessary because transformed units will need significantly different installation requirements including training areas, maintenance and logistical support facilities, and housing. An environmental management system (EMS), like ISO 14001, brings installations an integrated, systematic approach to environmental stewardship. With Executive Order 13148 as impetus, the Assistant Chief of Staff for Installation Management, MG Robert L. Van Antwerp, has directed every installation have an EMS in place no later than December 31, 2005.

USAEC's Integration and Installation Support Office will assist in the move toward that goal by directly assisting in the development and review of Army EMS policy and guidance; identifying and leveraging resources, best practices, and lessons learned; and by providing a forum for reviewing concepts, materials, and timelines needed to assure compliance with the executive order.

Fort Lewis, Washington, was the first Army installation to have its Public Works Directorate operating under an internationally recognized environmental management system and earned a White House "Closing the Circle" award in 2001 for strategically improving its existing programs through the completion of a certified systems approach to environmental management.

This past year emphasized the need for environmental programs that help installations adapt to new processes, new technologies, and new concepts of working together. Transformation will continue to emphasize the need for sound environmental stewardship and environmental programs that enable installations to support Army readiness.

POC is Bob Di Michele, public affairs officer, AEC, 410-436-1266, e-mail: robert.dimichele@aec.apgea.army.mil **PWD**

Prime Power soldiers– lighting up the world

In March of 2001, soldiers from the 249th Engineer Battalion (Prime Power) deployed to Fort Buchanan, Puerto Rico, and installed 20,000 feet of overhead distribution lines saving the installation approximately $380,000. Concurrently, other soldiers from the 249th worked at Walter Reed Army Medical Center performing generator testing and electrical distribution system maintenance, saving that installation hundreds of thousands of dollars.

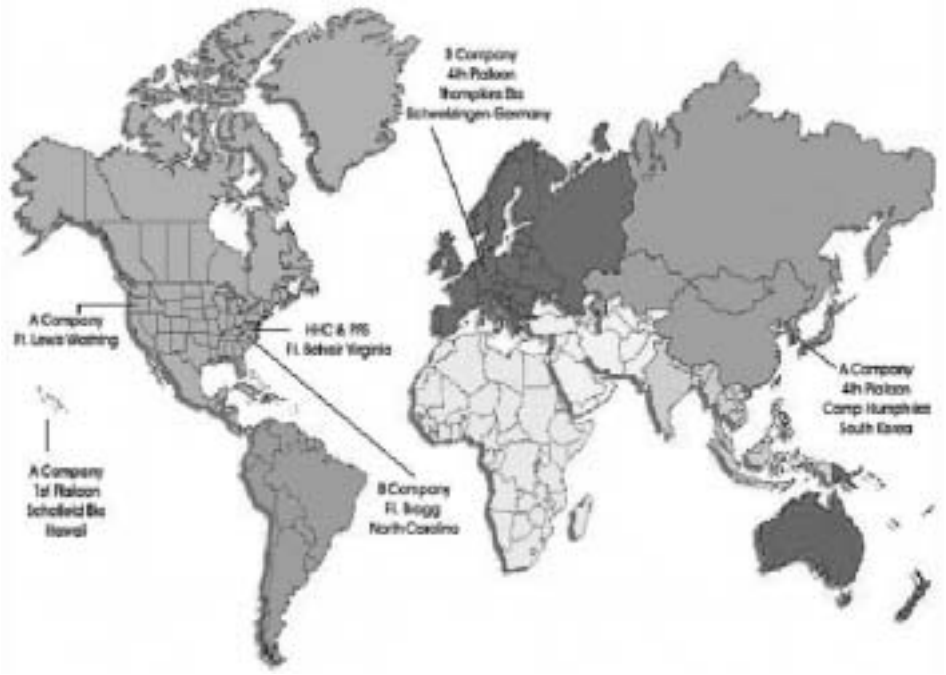
In the summer, the 249th Engineers installed lights along the U.S./Mexico boarder and performed quality control checks on border electrical systems in support of Joint Task Force 6. When floods hit Korea in August, Prime Power soldiers deployed their organic equipment to support the Yongsan U.S. Army garrison to provide power to critical facilities.

Later, as the smoke cleared from the terrible events of September 11th, the 249th was present to power the rescue effort and surrounding command posts at the Pentagon in support of the Military District of Washington.

The 249th Engineer Battalion, headquartered at Fort Belvior, Virginia, and with soldiers stationed at Fort Bragg, Fort Lewis, and in Hawaii, Korea, and Germany, is the Army's only prime power generation unit; and it is always on the move. The Battalion performs a variety of power generation, assessment, and installation missions that cuts across the spectrum of military operations.

The Black Lions of the 249th also provide a wide range of support to U.S. military installations. The Battalion performed several missions in support of installation DPWs in 2001 and has a proud history of assisting military bases with their power needs.

The most valuable resource the 249th Engineer Battalion provides to the Army is its soldiers. Members of the battalion go through a rigorous 50-week training program at the United States Army Prime Power School before they are awarded their MOS of 52E, Prime Power Production Specialist. This course trains the prime power soldier how to operate, maintain, and manage a variety of electrical equipment to include power plants, various distribution systems, and power generator sets. The instruction also teaches the electrical theory and concepts behind this equipment, allowing the prime power soldier to become a true technician and expert rather than just a repairman.



With this solid training behind them, Prime Power soldiers are prepared to confront the diverse range of missions that installation DPWs may require. When an installation utilizes the 249th Engineer Bat-

Prime Power soldiers lay conduit to support a local DPW.

Installation	Mission	Savings
Camp Bonifas, ROK	Infrared Survey; Electrical One-Line Map Update	$8,100
Fort Gordon, GA	Circuit Breaker Relay Maintenance; EMD Generator Repairs; Grounding Survey	$13,100
Fort Indiantown Gap, PA	Circuit Breaker Relay Maintenance; Infrared Survey	$98,300
Fort Sherman, Panama	Training DPW Contract Personnel	$17,700
West Point, NY	Training Exterior Electrical Section Personnel	$13,100
Incirlik, Turkey	EMD Annual Inspection	$15,700
Quantico, VA	Circuit Breaker Relay Maintenance	$70,300
Fort Drum, NY	Distribution Systems Repair	$23,600

Table 1.

talion in mission accomplishment, it receives a top-notch team of highly-trained individuals and saves money on labor, equipment rental, and contracting costs.

Main costs to the supported DPW include per-diem and transportation costs for the 249th soldiers in addition to material costs. When added-up, cost-savings to installation DPWs who utilize the prime power soldiers can be substantial.

Below is a representative list of missions that the 249th Engineer Battalion can perform for military installations:

- Power Production
- Uninterruptible power systems testing/repair
- Transformer inspection, testing, and analysis
- Fixed power plant maintenance and inspection
- Circuit breaker relay maintenance, repair, and calibration
- Infrared survey of electrical systems
- One-line diagram updates
- Grounding systems testing
- Electrical distribution system repair
- Load surveys
- Cable testing/repair

In addition to the missions already mentioned in this article, 249th Engineer Battalion soldiers performed installation support missions in other places in 2001 as shown in Table 1 above.

The 249th Engineer Battalion also can provide installations with power generation equipment through its loan program.

The Battalion maintains a wide variety of generation and distribution equipment to support military contingency plans. During peacetime, the unit deploys these assets to support high priority electrical power requirements for the US Army, Department of Defense, and other federal agencies.

Soldiers from the 249th install the equipment, train installation personnel to operate it, and perform annual inspections to ensure it is working properly. This equipment is provided on a reimbursable basis; nominal fees are charged to cover the cost of equipment overhaul, modifications, and upgrades. These fees are typically around 1/10th of the cost of equivalent contracted systems.

Location	Estimated 2001 Cost Savings
Fort Gordon	$2.0 Million
Turkey	$294,000
Picatinny Arsenal	$69,000
Fort Bliss	$1.25 Million
The Pentagon	$259,000
Bosnia	$1.58 Million
Puerto Rico	$461,000
DFAS	$65,000
Total:	$5.9 Million

Table 2.

Table 2 shows installations that took advantage of the Prime Power Loan Program in 2001 and their estimated cost savings.

Through both its soldiers and loan program, the 249th Engineer Battalion stands prepared to assist military installations with their power assessment, installation, and generation needs. This unique win-win partnering between the Black Lions and installations provides invaluable training opportunities for soldiers of the 249th and accumulates thousands of dollars in cost savings for installations that take advantage of the program.

For further information about securing the services of the 249th Engineer Battalion, please contact the Battalion Operations Center at (703) 805-2562 or e-mail 249EOC@en249.usace.army.mil. For information about the Prime Power Loan Program, please contact Mike Hunter at (703) 806-0757 or e-mail: michael.w.hunter@en249.usace.army.mil.

POC is CPT Hans J.R. Pung, Assistant Operations Officer for the 249th Engineer Battalion (Prime Power), Fort Belvoir, VA, (703) 805-2597, e-mail: hans.j.r.pung@EN249.usace.army.mil **PWD**

Soldier conducting a power line mission.

Huntsville's Installation Support Center of Expertise– linking business practices with innovation

The Installation Support Center of Expertise (ISCX) began its life in August 1999, after the US Army Center for Public Works (CPW) was disestablished. Huntsville Center successfully combined the programs transferred from CPW with existing programs to better focus its installation support mission. This mission is carried out using new technologies developed by the Corps' laboratories and in partnership with local supporting districts, thereby creating synergies in the "One Door to the Corps" support concept.

The ISCX links business practices and innovative processes in its partnership with Corps Districts in providing comprehensive and cost-effective support to installations. It benefits from program management, engineering, contracting and legal matrix expertise imbedded in its project delivery teams. We are proud of our contributions to the mission and quality of life on our military installations.

A sampling of the type of support provided by the ISCX follows.

Energy Savings Performance Contracting (ESPC) is a process in which contractors fund and provide infrastructure improvements and energy-saving equipment, and maintain them in exchange for a portion of the energy savings generated. For example, ESPC has provided Fort Bragg with $57 million in contractor-funded facility upgrades. Projects included lighting and HVAC upgrades, ice rink renovations, peak shaving, and new electric and gas utility rate structures. The Fort Bragg project was a cooperative effort among Huntsville Center, Fort Bragg, Savannah District, and the energy savings contractor.

In the last four years, Huntsville's ESPC program has grown to exceed $100 million annually in contractor investments, improving installations' infrastructure.

The Electronic Security Center (ESC) provides cradle-to-grave services, including criteria development, site surveys, design, procurement, installation, performance testing, acceptance, monitoring and maintenance for Electronic Security Systems (ESS).

For example, ESC has been the major ESS service provider for U.S. Forces Korea (USFK), responsible for approximately 10 procurement and installation projects in Korea since 1997. The projects have a cumulative value of approximately $4 million and have ranged from perimeter intrusion detection systems applications at Camp Eagle to electronic entry control systems at Yongsan to closed circuit television systems installations at Camp Carroll and Camp Casey.

ESC also manages electronic security systems maintenance and service contracts to keep the systems up and running peninsula-wide. The latest electronic security systems project, which is now in the installation phase, is an application at the Camp Page airfield.

Additionally, ESC has taught two sessions of the Electronic Security Systems Design Course for USFK personnel at Yongsan Garrison in Seoul. A third course is being planned for FY02.

The ESC partners with the Protective Design Center at Omaha to provide comprehensive force protection solutions.

The ***Facility Repair and Renewal (FRR)*** Program provides a one-stop, performance-based contracting approach for a variety of repair, renovation and minor construction projects. The FRR contractor defines the work to be performed in a work plan that may include manufacturer-specific product information. Because the same contractor who prepares the work plan also performs the construction, the contractor retains responsibility for success of the design as well as the construction.

As an example of this approach, in March 2000, the Fort Carson DPW requested we design and construct the replacement of 118,430 feet of high temperature water lines. The work plan for this complex project evaluated performance versus cost for shallow trench and three different direct buried systems for selection by the Government.

Mirko Rakigjija is the Director of Huntsville's Installation Support Center of Expertise.

The first phase (North Loop) was awarded for construction in September 2000 for $8,246,286. The Omaha District is performing the S&A and has authority to issue notices to proceed in response to changed site conditions. Modifications to the contract are negotiated afterwards, minimizing schedule impact and associated delay costs. The DPW is actively involved in the review and approval of all design modifications.

The second phase of construction (South Loop) was awarded September 2001 for $9,208,981. In October 2001, a Value Engineering (VE) modification for North Loop was awarded in the amount of $339,188 (credit) for substituting package boilers at remotely located buildings in lieu of replacing the HTW lines to those buildings. The total project cost is well under the DD1391 programmed amount. The success of this project is attributed to the teamwork among the DPW, Omaha District, Huntsville and the FRR contractor.

The ***Range and Training Land Program (RTLP)*** provides cradle-to-grave support from master planning, facility and land requirements analysis, preparation of MILCON programming documents (DD Forms 1391), to implementation plans for installation infrastructure and ➤

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training complex expansion.

We are partnering with USARPAC and Alaska District in providing support to U.S. Army, Alaska in the planning, programming and project design for their stationing of an Interim Brigade Combat Team (IBCT). This includes planning of the training complex, requirements analysis, siting future ranges and preparation of DD1391s for RTLP projects.

We are also supporting Forts Richardson and Wainwright in their planning, programming (DD1391s) and design for a variety of cantonment area and RTLP projects. These efforts are in direct support of Army Transformation.

Utility Systems Privatization is the transfer of ownership for utility systems to a non-Department of Defense entity, and the procurement of operation, maintenance, repair, and upgrade services from the new owners of the systems. Huntsville Center support includes developing the scope of work, issuing solicitations, evaluating proposals, conducting Source Selection Evaluation Boards, and awarding privatization contracts, where appropriate.

In August 2001, for example, Fort Campbell decided to seek approval by the Secretary of the Army to privatize three of its utility systems. When the request is approved, ownership of the natural gas system will be transferred to a nearby municipality, and ownership of the water and wastewater systems to a contractor. This privatization action is a joint effort between Fort Campbell, Forces Command (FORSCOM), Huntsville Center and Louisville District, which is preparing the environmental assessments, bill of sale for property transfers, and the required easements.

A component of the utility acquisition program is rate intervention. This is a joint ISCX effort with the US Army Legal Services Agency to ensure that the cost of utilities services for federal agencies remain fair and equitable. Our participation in rate proceedings over the last three years (at a cost of $431,000) has resulted in $27 million in utilities cost avoidance at Army installations.

The ***ROOFER program*** provides infrared roof surveys and evaluations to determine condition and develop roof maintenance plans. Huntsville has partnered with South Pacific Division to provide ROOFER support.

Huntsville Center – provides quality and efficient services through…

- **Focus on customers needs**
- **Processes that reduce boundaries**
- **Quantifiable Team measures of success**
- **Employee rewards based on success as Team**
- **Continuous improvement**

We recently awarded two contracts (see page 17) for roof inspections to determine repair requirements and help energy conservation efforts. The first one is for infrared fly-overs to identify roof defects and energy leakages to buildings. The second is for an automated roof management system and to provide physical roof inspections.

Since March 2001, we have supported seven installations with visual inspections and four installations with the infrared scan.

The ***Environmental Program*** provides environmental studies and remediation services, such as site investigations, remedial investigations, risk assessments, treatability studies, remedial designs, environmental compliance assessment surveys and NEPA documentation.

Huntsville Center provided environmental restoration support for the Memphis Depot. This effort included environmental sampling, risk assessments, buy in by the local community and regulators, concluding with a Record of Decision signed by EPA, Tennessee Department of Environment and Conservation and Defense Logistics Agency. As follow on, we will provide remedial designs for the Memphis Depot, and the Mobile District will perform the clean up remedial actions.

The combined expertise of Huntsville and the local Districts provide comprehensive solutions for regulatory compliance and remediation of contaminated sites.

The ***Conforming Storage Facility (CSF)*** program uses modular designs to construct turnkey hazardous waste storage facilities. To date, we have designed and managed through construction facilities totaling more than $100 million.

Last year, partnering with NAVFAC for the construction, a $3.5 million CSF at Camp Lejeune was completed. In addition, with Tulsa District as the construction agency, construction was started for a $3.5 million CSF at Tinker Air Force Base.

The ***Furnishings Program*** provides centralized procurement and delivery of furniture and furnishings for new and renovated barracks Army-wide. We supported 150 barracks buildings (13,000 spaces) during FY01. Our criteria for success is to purchase standardized quality furnishings at competitive bulk prices, deliver and install on the Beneficial Occupancy Date (BOD) – no sooner, no later – and minimize workload demands upon the installation.

POCs are Karl S. Thompson, (256) 895-1275, e-mail: karl.s.thompson@usace.army.mil; and Mirko Rakigjija, (256) 895-1501, e-mail: mirko.rakigjija@usace.army.mil PWD

SPD Installation Support Office provides hands-on support, checkbook funding

The South Pacific Division Installation Support Office was established in March 1999, with the mission of providing both hands-on support to Army customers throughout the Division and to use "checkbook" funding to provide District support to these same customers. The ISO also provides support to non-Army customers, but this is accomplished on a reimbursable basis.

Here are the major areas that ISO assists customers in:

- Energy Conservation (both improving use of existing facilities/equipment, and developing alternative energy sources; e.g., geothermal, solar, and wind.
- DD 1391 Development/Planning Charrettes
- CADD/GIS/Automated Systems Development and Maintenance
- Master Plan Development and Maintenance
- Automated Roof Management System (ROOFER)

The ISO and Huntsville Installation Support Center of Expertise work together to provide ROOFER support to Army and DOD customers worldwide. Huntsville lets the inspection and infrared contracts, while we provide the experienced manpower to assist customer sites with completion of the work by contractor personnel.

ROOFER is a 100 percent reimbursable program. Two ROOFER contracts were put into place in mid FY01 at Fort Carson and Tobyhanna Army Depot. We are currently developing contracts for Defense Depot Sharpe/Tracy, White Sands Missile Range, Tooele Army Depot, and multiple sites in Alaska and Korea.

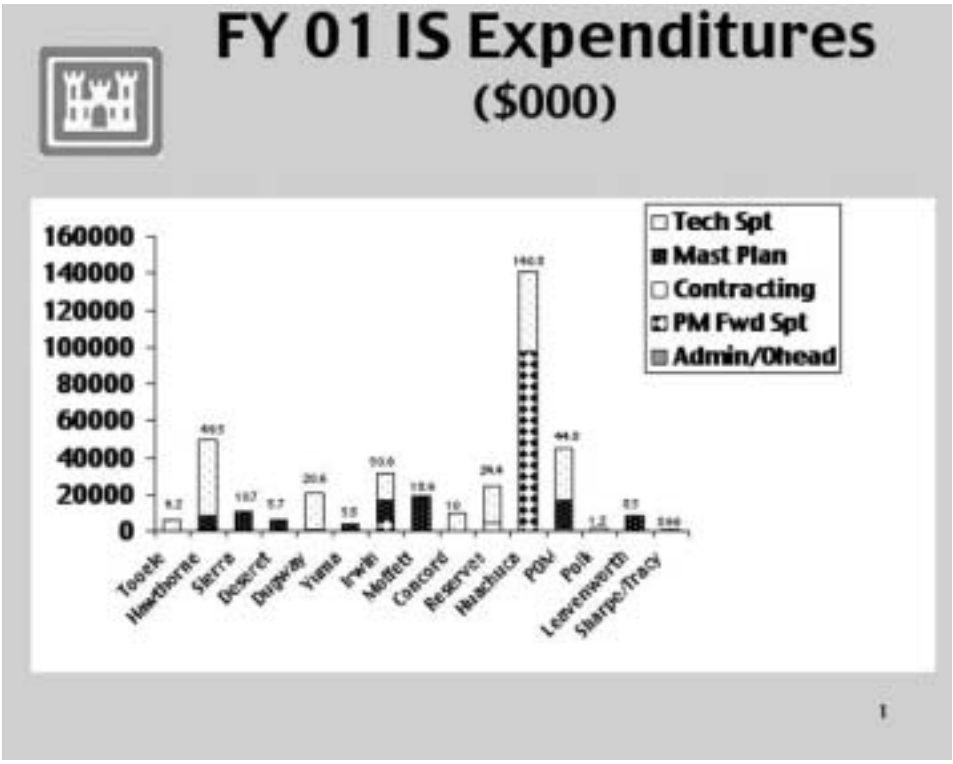
Energy conservation efforts to date have included work at Hawthorne and Sierra Army Depots. Working with the DOD directed Navy Geothermal Program Office (GPO) and a consortium of Corps and DOD laboratories, ISO has assisted in the inspection of both Hawthorne and Sierra Army Depots by the GPO. A study is underway to determine the amount and intensity of the geothermal activity at both sites. If the results prove positive, ISO will work with GPO and AMC to acquire funds to drill test wells at both sites.

If test data are positive, we will follow the process employed by GPO at their China Lake, California, facility, where the contract stipulates that the local power company (COSO) develop the geothermal resource and profit share with the Navy. Since the initiation of the contract in 1987, COSO has invested over $1 billion in the site. Revenues since 1987 have been in excess of $1.5 billion, with the Department of the Navy receiving over $130 million and the China Lake Commander receiving over $36 million, which he is able to use on installation operations.

Additional wind and solar investigations are also being conducted by Corps and national labs to determine if these are viable resources at Hawthorne and Sierra Army Depots. Positive results for the geothermal, solar and wind tests will be emulated at other Division and Corps sites.

Ron Niemi is South Pacific Division's Chief for Installation Support.

Our ISO also funded a major 1391 planning charrette at Dugway Proving Ground to assist the customer in building a quality DD 1391 for submission to Congress. ➤



Huntsville awards two ROOFER contracts

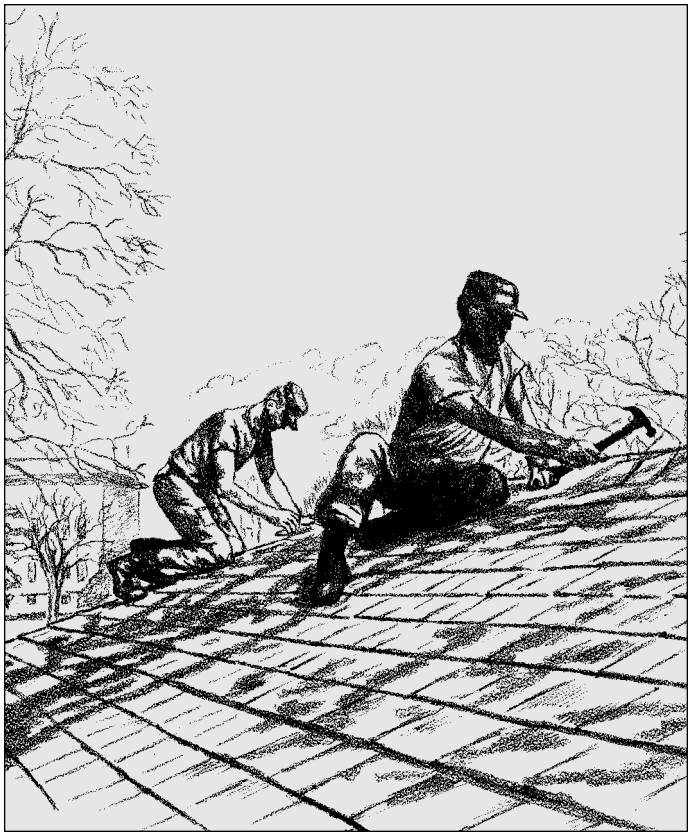
The Huntsville Installation Center of Expertise (ISCX) has awarded two ROOFER contracts, each with its own IDTC contractors. One program is dedicated to visual roof inspections and implementation of the ROOFER program and the other to aerial infrared roof moisture scans for the detection of wet roof insulation.

The South Pacific Division Installation Support Office located in Sacramento, California, is providing Roofer assistance to Army Installations and Corps of Engineer customers in obtaining itemized cost estimates for both the implementation and infrared roof moisture scans. (Divisions wishing to use the ROOFER program should call one of the two contacts listed at the end of this article.)

Nationwide, the Roofer Engineered Management System (EMS) has been implemented at 32 Army installations and 3 U.S. Air Force bases, encompassing over 76 million square feet of roof area. This program is not intended for repairing roofs but is a tool used in managing and justifying funds to complete the necessary minor and major repairs. ROOFER is an automated EMS that provides the user with a cost-effective program for managing built-up, single ply, and steep roofs (asphalt shingle).

The ROOFER program uses a Windows-friendly format to calculate inspection data, generate various reports, and create a 10-year budget program. The inspection team collects the data using a laptop computer. The ROOFER program also has the capability to incorporate Geographical Information Systems (GIS) into the program.

The second ROOFER contract is available through the other IDTC contractor to detect areas of possible wet roof insulation. The contractor will fly two aerial missions which will include one daytime photo mission and one night-time infrared roof moisture scan.



The daytime mission will give the installation a complete inventory of all roof assets, showing the entire roof along with roof top equipment. The late evening flight will take place approximately two to three hours after the sun sets, and the complete flight will be recorded on VHS tape or CD, documenting any suspected areas of wet insulation. The contractor will produce thermograms showing the locations of suspected wet areas of insulation, and turn both the daytime photos and the thermograms over to the other IDTC contractor for use while performing the visual inspections.

For additional assistance or information about ROOFER implementation or infrared roof moisture scans, please contact Ron Niemi, (916) 557-7890, FAX: (916) 557-7889 , e-mail: rniemi@spk.usace.army.mil; or Jim Ledford, (916) 557-5893, FAX: (916) 557-7893, e-mail: jledford@spk.usace.army.mil PWD

For an electronic copy of the latest Digest, go to http://www.hq.usace.army.mil/isd/ For back issues, click on publications.

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After the charrette was finished, we continued to work with the installation to complete the document.

We are currently working with our sites to identify additional charrettes for funding, but with costs approaching $25,000 per charrette, we can only do a few each year.

We have funded Sacramento District to train additional staff in completing 1391s and are in the process of funding the Los Angeles District to train some of their project managers. We have also funded the Districts to complete reviews of existing customer 1391s (to insure a quality product) and established a team to insure that all new projects have properly completed 1391s in the system.

The chart on page 16 depicts how our ISO spent FY01 funds in support of our customers.

POC is Ron Niemi, Chief of Installation Support for the South Pacific Division, (916) 557-7890, e-mail : ron.niemi@usace.army.mil PWD

The Future Installation Challenge– Who you gonna call?

Big changes are not coming to the installation DPW business – they're already here! The recent DPW Worldwide Training Conference highlighted new directions for Army installations that place huge demands on DPWs to meet national goals for homeland security, force projection and protection, and an improved quality of life for our military families. With resources already stretched too thin, how can DPWs address these new requirements?

Help is available from the U.S. Army Engineer Research and Development Center (ERDC). While world events drive our emerging military strategy, the future of installations is being defined in the research and development (R&D) community. This effort includes not only the Fort Future planning to meet Objective Force needs, but improved efficiencies for installation operations through optimized business practices -- and finding more effective ways to deal with classic problems in the infrastructure and environment.

The Construction Engineering Research Laboratory (CERL) leads ERDC's installation support R&D program. By forging strong partnerships with the new Regional Centers under ACSIM, the labs, and private industry, DPWs will be postured to take on all the challenges they face as the Army transforms for the future. Following are business areas where CERL has tools and expertise that can help.

CERL can assist with techniques to reduce construction and demolition waste.

Energy and Utilities

Support services include:

- Strategic planning for a secure, reliable, and efficient supply of electrical power, fuel, water, and thermal utilities (heating and cooling).
- Assistance in evaluating utilities for privatization and validating providers' claims.
- Planning for energy and water conservation at troop and industrial facilities.
- Diagnostic and preventive maintenance programs for correcting problems in building HVAC systems and central utility plants (heating, cooling, water/wastewater treatment).
- Design, application, and use of Supervisory Control and Data Acquisition (SCADA) systems for effective utility management.
- Help with distributed power generation technologies: fuel cells, microturbines, and wind, photovoltaic, geothermal and biomass systems.

POC is Dr. Tom Hartranft, CERL, 800-USA-CERL, ext. 6713.

Facilities

Expert help is available for:

- Asset management – preventive maintenance programs for airfields, pavements, roofing, thermal distribution systems, railroads, hospitals, and other buildings.
- Cultural resources management and Native American consultation.
- Diagnosis and mitigation of problems with lead-based paint, asbestos, and corrosion.
- Design assistance for sustainable facilities; energy-efficient buildings; and mission-essential facilities to support the Objective Force (Fort Future).
- Seismic risk mitigation.

In addition, ERDC's Geotechnical and Structures Laboratory (GSL) conducts R&D on building protective design, including blast resistance and other threat reduction measures (technical assistance is through the Corps' Omaha District). The Cold Regions Research and Engineering Laboratory can help with cold weather facility issues.

POCs are Marty Savoie, CERL, 800-USA-CERL, ext. 6762; and James Buska, CRREL, (603) 646-4588.

Training Areas

As the developer of DoD's Integrated Training Area Management (ITAM) program, CERL continues to provide tools and assistance for military land management. These include:

- R&D to address noise, dust, erosion, threatened and endangered species, invasive species, land rehabilitation, ➤

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and carrying capacity.

- Sustainable range design, including unique requirements for the Future Combat System.
- Encroachment -- land use modeling, planning, community involvement, resource futures studies.

POC is Robert Lacey, CERL, 800-USA-CERL, ext. 7225.

Environmental Management and Sustainment

Tools and expertise are available for:

- Compliance assessment.
- Correcting and reducing/preventing pollution from troop and industrial facilities operation (air, water, solid/hazardous waste).
- National Environmental Policy Act (NEPA) analysis for BASOPS, OPTEMPO, and MCA activities.

The ERDC Environmental Laboratory (EL) also offers help with R&D related to environmental cleanup.

POCs are Michelle Hanson, CERL, 800-USA-CERL, ext. 81-3389; and Dr. John Cullinane, EL, 601-634-3723.

Business Practice Reinvention

In consolidating, the Corps labs were reinvented as ERDC and, while the process may have differed for the R&D business, the outcome is the same as that which will occur in the new DPW environment – a culture change. Lessons learned in the lab community can help you with:

- Identifying ways to improve BASOPS functions by applying best business practices from the private sector.
- Transitioning workers to new business structures and practices.
- Redesigning work processes.
- Competitive and strategic sourcing support for BASOPS functions (A76).

ERDC provides support to installations in controlling erosion on training ranges

- Activity-Based Costing for BASOPS resource management.
- Knowledge management, data mining, new IFS-M interfacing, and data warehousing.

POC is Kay McGuire, CERL, 800-USA-CERL, ext. 7218.

Who You Gonna Call?

You're not alone in this odyssey toward the future installation. To tap into the vast expertise within the ERDC labs and our partners, please call any of the points of contact listed above with any question. We will ensure you get a timely response and that it's from someone who can help you. For more information, visit our website at www.erdc.usace.army.mil.

POCs are Gary Schanche, ERDC Technical Director for Installations, (217) 373-7275, e-mail: gary.w.schanche@erdc.usace.army.mil; and Dana Finney, CERL's public affairs officer, (217) 373-6714, e-mail: dana.l.finney@erdc.usace.army.mil **PWD**

Use engineered management systems (PAVER, ROOFER, RAILER) for timely maintenance and repair.

Savannah District– improving the soldier's quality of life

During FY 02 through FY 03, Savannah District is scheduled to handle more than $1 billion in military design and construction work district-wide.

Much of that money is being spent on barracks construction, which the Army has identified as critical to its success. With its work for the XVIII Airborne Corps at Fort Bragg, N.C., Savannah District currently manages the largest barracks construction program in the Army.

Kelly Hill Barracks at Fort Benning, Georgia, house the 3rd Brigade, 3rd Infantry Division.

The district supports nine Army and five Air Force installations and plays a major role in providing Directorates of Public Works with facilities that support soldier training and readiness—facilities like the Basic Combat Training Complex at Fort Jackson and the high-tech information facility that will enhance soldier readiness for the 75th Ranger Regiment at Fort Benning, GA. Increasingly, the district is lending support in mission areas that installations have traditionally handled themselves, but because of personnel cuts have had to contract for.

"Savannah District is a USACE leader and center of expertise in supporting the Army's MILCON Facilities Strategy initiatives such as the barracks program and tactical equipment shops," said COL Roger A. Gerber, district engineer. "In addition, we will structure the district to support new Army initiatives such as Transformation and privatization, and to provide responsive installation support for planning and engineering technical services and rapid O&M construction."

Soldier's quality of life is enhanced by new barracks like the newly completed barracks and Soldier Community Center at Hunter Army Airfield, GA, and the Kelly Hill Project at Fort Benning, GA, that provide modern barracks and operational facilities for the 3rd Brigade, 3rd Infantry Division (Mechanized). "We have several barracks programs currently underway in excess of $250 million at Fort Bragg," said Diego Martinez, project manager. "In addition, we are working on a Main Barracks Project for the 82nd Airborne Division ('America's Guard of Honor') that is scheduled for completion in 2008 and will include barracks for 1st Brigade, Combat Aviation, and Support Battalion soldiers. Upon completion, the entire barracks project will be in excess of one billion dollars," he said.

An Outload Enhancement project is underway to assist Army Strategic Mobility Training, which will improve the capabilities of troop deployment for both the 82nd Airborne Division and Pope Air Force Base.

The completion of the Outload facility will significantly enhance not only soldier readiness but training capabilities as well, said COL Kad Davis, garrison commander. "The Outload Facility is a world-class facility that is long overdue here at Fort Bragg," Davis said. "These facilities will see usage on a daily basis, so it will affect both the training we do here and overseas. Unlike the situation we had before where soldiers had to stand or sit in rain, sleet or snow when preparing for Airborne operations, now they have a climate-controlled shelter for them to do final rigging and preparations before actual loading of the aircraft to complete a mission.

"Because of this world-class facility, the design has also enhanced the Army and Air Force's ability to work together by providing us with a much better area for not only soldiers, but it affords us a more efficient area that facilitates movement of equipment to and from an aircraft for Airborne missions," Davis added.

With the continued vision of improving soldiers' quality of life, the Savannah District currently has three major barracks developments in progress at Fort Benning, home of the 29th Infantry Regiment.

"We are currently converting barracks from Korean War and post Korean War designs into the latest standard designs," said Nate Stone, project manager. "The complex conversion began with the FY 94 Barracks Revitalization project, where we actually demolished the existing buildings down to their skeletal frames and then rebuilt them with concrete masonry wall partitions to the latest standards of barracks configuration.

"During the FY 99 Barracks Replacement Project, we demolished the Korean War vintage barracks and began building new barracks with a free-standing Soldier Community Building. When finished, this project, called the '2800 Block Barracks,' will include four barracks buildings, a company operational facility, two Soldier Community Center buildings and a battalion headquarters facility. We've already completed the state-of-the-art dining facility," Stone reported.

Located just south of the 2800 Block Barracks, Savannah District's design ➤

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team took a different approach in designing the 75th Ranger Regiment barracks complex at Fort Benning.

"We have carved out and developed new territory for our customer," Stone said enthusiastically. "We have just completed seven new barracks buildings with a maximum capacity of 504 room spaces, two Soldier Community Buildings, a company operations building, a battalion headquarters facility and an 800-capacity dining facility to support the barracks complex.

"Moreover, we're currently building battalion and company operations facilities for the U.S. Army Special Operations Command. We constructed a battalion headquarters building with a classroom and a Special Compartmentalized Information Facility and six company operations facilities for the 75th Ranger Regiment and 3rd Battalion, 75th Ranger Regiment. All of these form a complete complex that is very attractive as well as functional for the Rangers," he said.

The Savannah District project delivery team hit the mark with integrating processes and operations focused on our customers' needs at Fort Benning.

"The barracks in particular are great for our soldiers," said SFC Paul M. Fuentes, regiment public affairs officer, 75th Ranger Regiment. "The way they are built is tailored for today's soldier – they are more like an apartment than the old barracks, and they provide soldiers with much needed privacy. Besides the barracks improvement, the dining facility is the best I've seen in the Army, and I've been in for 14 years." Fuentes said the new, high-tech Special Compartmentalized Information Facility building would definitely enhance soldier readiness for the 75th Ranger Regiment.

"It's made specifically for special operations – it's more secure than the previous facility. There's an area for weapons, and an area designated exclusively for each Ranger's equipment. It just makes for a more organized and efficient working environment for us," Fuentes said. "Overall, the design is soldier-friendly and is set-up perfectly to enhance our Wargame Planning and Training Exercises."

As part of the Army's multi-disciplined public engineering organization, the Savannah District's aim is to significantly increase our level of support to all installations.

"At Fort Jackson, we're accepting bids for contracts for a $60 million basic training complex that will give the installation capability to train an additional 1,200 soldiers, and will provide cooling and heating for future developments on post," said Efrain Rosario, project manager.

"We have a full house now without a place to put trainees," said Roy Dwelley, architect and master planner, Fort Jackson. "Right now we have trainees living in modular buildings because we don't have barracks for them. We may as well put up a 'No Vacancy' sign. This new program will enhance our training program a lot because we will be able to take five companies of soldiers out of the temporary modular buildings and put them in a modern, permanent facility," he said.

The Basic Combat Training Complex will enable drill sergeants to train more effectively.

"Right now we have soldiers sleeping in one location, eating in another location, and on top of that, training in another area," Dwelley said. "The new complex will be more like a training campus rather than a training building. Each complex will have five individual training barracks, separate dining facility, separate headquarters building, training area, classrooms, and an outdoor training facility – the only reason soldiers will have to leave the area will be to go to the range or on road marches.

"These complexes will enable drill sergeants to train more effectively because they'll be spending less time transporting soldiers and will be able to use that time actually training soldiers," Dwelley added.

As part of the goal to meet customer expectations of quality, timeliness and cost effectiveness, Savannah District makes available master planning resources and computer-aided drawings and design to support installations, specifically installations that need help accomplishing their mission because of personnel cuts and shortages.

"We are here to help support installations when they need help," said Ralph Barrett, chief, Engineering Division, Savannah District. "For instance, we have a civil engineer, electrical engineer and an architect who will be working on-site with the Directorate of Public Works at Fort Stewart, GA. The installation is providing the space and funding, but they work for the Savannah District – similar to the project manager's office."

The word is out and installations are beginning to realize that using Savannah District professionals is both cost and time effective.

"We've 'been there and done that,'" said Rob Callahan, master planner, Savannah District. "There aren't a lot of Corps of Engineer officers who have had the opportunity do what we do daily. We can go out and crank out a project master plan in a week whereas it may take others a month or so to do the same project. So what would normally cost an installation $50,000 is cut to anywhere between six to nine thousand dollars – now that's a major savings," Callahan said.

Besides knowledge and experience, the computer-aided drawing and design and global information system provides master planners with a means to work more efficiently.

"We build geographical information systems for military installations," said Fred Blackburn, project engineer, CADD/GIS. "With this system, we can map the utilities to know where gas lines are located as well as the size of the lines. For example, if we want to know where a gas line is located within 20 feet of a housing area, we can pinpoint the exact location.

The bottom line is having the information more readily available to the installation enables the Army to meet its mission – but everything we do here in Savannah is all mission driven in support of the Army," Blackburn said.

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Installation Support activities remain priority for SAD

During FY 01, the South Atlantic Division (SAD) Installation Support Regional Management Group continued to implement its action plan to improve support to installation customers. Key to this effort was the attempt to resolve the installation support issues raised by installation and Major Command customers at the FY 00 Installation Support Conference held in Mobile, Alabama, in May 2000.

SAD program managers led teams that identified and are working to resolve the following issues:

- Develop standard business process for Reserve Program support.
- Define the process to program and pay stipends for losing proposals under design-build.
- Insure OMA/OPA funded items identified on 1391s are funded.
- Insure communication portion of parametric cost estimate is coordinated with USAISEC so it doesn't result in design changes and cost increase.
- Clarify guidance and evaluate a regional approach to sustainable design to insure sustainable design concepts are used for all MILCON projects.
- Insure that lessons learned are captured and that lessons learned and user comments are incorporated into designs.
- Insure that existing project management process adequately manages AE liability for design deficiencies and that customers are not paying for A/E mistakes.
- Establish if metrics are required for all of our military work and request waivers where appropriate.
- Ensure charrettes are integrated into the project management process.
- Establish a process where MILCON construction contracts result in installation of maintainable HVAC equipment.
- Develop realistic costs for RFP preparation, evaluation and technical review so customers understand the costs up front.
- Program Managers identify and provide adequate control measures for fast track submittals in the RFP and coordinate timely technical reviews by whole PDT.
- Develop appropriate contracting tools to support installations.
- Provide as-built drawings to installations in a timely manner after the completion of construction projects.
- Ensure MILCON projects have acceptable cost growth and timely delivery to customer at closeout.
- Ensure installations understand warranty responsibility and how to get construction warranty repairs performed.
- Insure smooth and timely project turnover process.
- Improve liquidated damages process to ensure we provide maximum incentive to contractors to complete work in a timely manner.

This effort culminated in a report to all customers by MG Phillip Anderson presented at the FY 01 Installation Support Conference held in Mobile, Alabama, in May 2001. Efforts continue in the identification and resolution of BASOPS issues by division, district, Major Command and installation team members.

Another major installation support initiative was in the area of competitive sourcing. We expended considerable effort during the year, and continue to do so today, in assisting installations to navigate the contracting process to privatize utilities at Forts Jackson and Gordon and housing at Forts Bragg and Stewart. We've worked on competing BASOPS services at Forts Bragg, Stewart and Polk and in Qatar. This mission has expanded into a Corps-wide effort with most of the other divisions also supporting SSEBs for CA solicitations of BASOPS services.

SAD has worked with South Western Division (SWD), Construction Engineering Research Laboratory (CERL), Forces Command (FORSCOM), and TRADOC to meet installation needs in support of

Ed Irish is the South Atlantic Division's program manager for Installation Support.

DPW Supply and utility privatization.

Installation support funding continues to pay for a significant portion of the PM Forward cost at Forts Bragg, Jackson, Benning and Stewart. The PM Forwards at these installations have become integral parts of the Corps-Directorate of Public Works partnership. They have been very effective in identifying and resolving problems before they become major issues. The management of barracks furnishings is a good example of this support.

Installations continue to rely on the division/district installation support team for help with:

- ***Performing Planning Charrettes.*** The use of planning charrettes prior to development of 1391s has resulted in better identification and costing of facility requirements and reduced cost growth.
- ***Preparing 1391s.*** Many installations have lost much of their master planning expertise in this area and have come to rely on our districts for this support.
- ***Developing IDIQ contracts and other contract capabilities for the installation support tool box.*** We continue to enhance the contracting capability of our districts to improve flexibility and responsiveness to customer needs.

In addition to providing support to the SAD installations, Installation Support Management Group members have ➤

Little Rock District helps military take care of valuable assets: kids

Adequate and affordable childcare is a big issue with most Americans, and soldiers, sailors and airmen are no different.

There are currently 800 Child Development Centers run by the Department of Defense (DoD) on military bases around the world. These centers have the capacity to care for about 60,000 children. But, DoD estimates that an additional 256,000 childcare spaces are necessary to meet the needs of military families.

The Secretary of Defense has been tasked to provide a plan for the creation of these additional spaces across DoD during the next five years. Many of these existing centers need to be replaced, updated or expanded.

The current Child Development Center at the Pine Bluff Arsenal, an Army Material Command facility located 30-minutes south of Little Rock, is just one such facility.

"Basically right now we are in a two-room trailer," said Missy Brodnax, chief of Family Support for the Pine Bluff Arsenal. "We've met code for several years, but we have not been in compliance with Army standards.

"We've gotten to the point that we are spending more and more money maintaining the structure. We have a waiting list of kids who want to get into the facility, but there's no room."

Little Rock District awarded a $2.74 million contract in July to CWR Construction Company of North Little Rock to build the arsenal's new Child Development Center.

(L to R) Missy Brodnax, CDC director; Larry Wright, arsenal civilian executive; COL Stephen Chapman, arsenal commander; and COL Benjamin Butler, Little Rock District commander; broke ground for the new CDC last summer.

The new joint-use center will provide preschool, school-age and youth facilities as well as space for the Army Community Services and Family Advocacy Program, and it's been a team effort from the beginning.

"The users from the arsenal have been involved throughout the district's in-house design of the project," said lead architect Al Rein. "They have been in our team meetings and contributed to the design elements down to picking the colors and flooring materials for the facility."

That teamwork attitude by the district team impressed Brodnax, and it also impressed Marty Schroeder, command architect for AMC.

The next level of support

"Marty Schroeder worked with us on this project and on the CDC that we did for White Sands Missile Range in 1995. He liked the way we worked with our customer and the quality of our products," said Project Manager Tony Batey.

Schroeder was so impressed that when AMC was given the lead in determining the Army's strategy for meeting the increased childcare needs, he came back to Little Rock District for help.

AMC asked the district to develop four modern prototype designs.

"Each design accommodates children between the ages of six and 10," Rein said. "But the designs vary based on the number of children each facility can serve. The prototype facilities will accommodate 105, 150 or 195 children. We also developed a prototype design for a wing addition to an existing CDC that will accommodate 60 children."

"This group of children who really need after-school programs and summer programs has some special needs," Rein said. "They don't want to be in with the younger children, and need more intensive activities. It's an area that the Army has chosen to focus more attention on in the future. ➤

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been active in assisting other divisions. For example, the Savannah District 1391 team has assisted and continues to assist North Atlantic Division (NAD) and SWD in developing cost effective 1391s for their supported installations. In addition, Mobile District has an experienced conference coordinator who is supporting NAD in coordinating their next Installation Support Conference. We have also worked with Huntsville Center (HNC), Office of the Assistant Chief of Staff for Installation Management (OACSIM) and FORSCOM to refine DPW Supply policy and guidance.

Our plans for next year include continued support of the Army's Competitive Sourcing initiatives including Commercial Activities, utility privatization and Residential Communities Initiatives. We will also be aggressively supporting the Army's Transformation initiatives and looking for additional opportunities to expand existing partnership efforts.

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Great Lakes and Ohio River Division supports wide range of projects

The Great Lakes and Ohio River Division Customer Support Office supports military customers throughout a five-state area to include: Kentucky, Indiana, Illinois, Ohio, and Michigan. The CSO team members actually sit at the Louisville District. Due to Louisville's ISO 9001 certification, which is a national standard of quality, the term ISO is not used to represent our office. Consequently, CSO was adopted and is used to signify the Customer Support Office.

FY 2001 was an active year for our CSO. Here are a few of the projects we supported:

FORSCOM:

- Technical/Installation Design Guide
- HVAC Commissioning Training
- Fire Deluge Scoping, RAILER
- Task Order Contracts Selection Board
- Integrated Training Area Management (ITAM) Conference/Display
- Source Selection Evaluation Board.

Fort Campbell hosted the Integrated Training Area Management (ITAM) Conference this year, which was held in Nashville, Tennessee. The annual conference is conducted for all DA training area facility managers. The purpose of the ITAM program is to achieve optimum sustainable use of training lands by implementing a uniform program. CSO assisted Fort Campbell in the funding of the conference/display.

AMC:

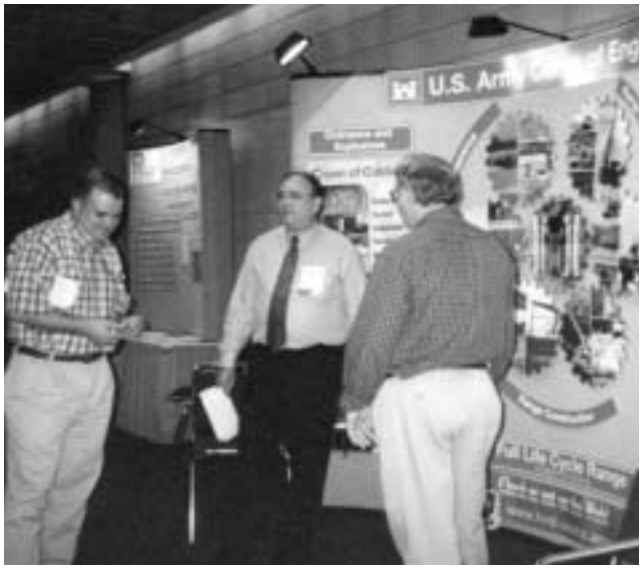
- Scope of Work for Cafeteria Renovation
- DD1391 Preparation
- Integrated Cultural Resources Management Plan (ICRMP)
- Storm Water Analysis.

TRADOC:

To support Fort Knox in their base operations, CSO funded the contract for the color scanning and digitizing of a special topographic map. The contract is to be used for basic site planning/mapping information on the base. The end product will show changes in topography and planimetric features to include buildings, roads, and other structures outside the cantonment area. This effort is a direct result of CSO's support to the war fighter.

We put a lot of energy into the Knowledge Management (KM) initiative, because this is an area which can potentially benefit all of our military customers.

CSO also supports PM Forwards at Fort Campbell and Fort Knox, who have proven to be valuable assets to both installations.



ITAM display. (Left to right) Robert L. Ott, project manager, Louisville District, CELRL-PM-M; Brad McCowan, project manager, CEHNC- OE-DC; Billy J. Allen, ordnance safety specialist, Los Angeles District, CESPL-CO-SS.

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The designs were completed in October, and Rein traveled to Washington, D.C., to brief the designs to all the major command representatives from the Department of the Army.

The designs were well received.

"These existing designs keep the other commands from starting with a blank sheet of paper," Batey said. "The advantage will be that they can take these designs as a starting point and go from there."

One base, Fort Riley, Kansas, is already taking advantage of the new design.

"Fort Riley will really be a test case for our design," Rein said. "They are using the prototype design that will accommodate 195 kids. I attended a design charrette a couple of weeks ago, just to serve in an advisory role for the team. They are basically using our design with some minor alterations. That's exactly what we wanted them to do."

This project demonstrates another success story in the Project Management Business Process.

"The project manager provided excellent leadership in building relations between the team and the customer," said Ed Watford, deputy district engineer for Project Management. "Tony listened to what the customer wanted with a caring attitude and then included them in the decision-making process.

"Just as important, was the engineering technical competence and personal commitment from all those involved. We promised our customer a quality product, and we are delivering on it for our local customer and our national one."

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Return of the SAV

They're baaaack!!

But unlike the demons in the movie Poltergeist, the return of DPW Site Assistance Visits (SAVs) is not a cause for alarm. On the contrary, this trusty tool is again providing much appreciated assistance to at least one Army DPW.

The former US Army Center for Public Works (CPW) employed SAVs on a regular basis to assist DPW's Army-wide in improving public works business practices. At the invitation of a customer, a "Tiger Team" consisting of engineers and technicians of various disciplines would conduct an on-site, comprehensive review of DPW issues and procedures important to the customer.

The major benefits of an SAV to the DPW are (1) the ability of the SAV team to focus directly on an issue with current technical expertise, (2) getting a different perspective on existing business practices, and (3) the sharing of tacit and explicit knowledge between the SAV team and the functional experts at the DPW.

The Great Lakes and Ohio River Division's (LRD) Installation Support Office (ISO), located at Louisville District, recently sponsored an SAV to their largest customer, Fort Campbell, home of the 101st Airborne Division (Air Assault). "We [the ISO team] have established DPW support themes for each of our major customers," said John Grigg, ISO Team Leader. "Fort Campbell's PWBC [Public Works Business Center], directed by COL Tom Bailey, has chosen GIS [Geospatial Information System] improvement and IFS/GIS integration as important initiatives that rarely get adequate funds from the installation or MACOM. Therefore, I use the ISO checkbook and the PM Forward to provide this support."

In late FY99, a GIS improvement program was kicked off with the establishment of a working group, an executive steering group, and a delivery order to Parsons-HBA, an A/E firm with master planning expertise. Using A/E contracts, in-house PWBC effort, and USACE District/Lab support, the accomplishments to date have been a new PWBC web site, an Internet Map Server, and the addition of several layers and databases to the GIS. The installation of the map server now allows Louisville District engineers and PMs to access Fort Campbell maps and drawings over the Internet, thereby eliminating some trips and reducing costs for the customer.

The GIS improvement program had been in a holding pattern while Grigg was busy on the PWBC CA Study Source Selection and Evaluation Board (SSEB). With his participation essentially finished on the SSEB, Grigg needed to restart the program.

"Milt Elder of ISD and I were lamenting last year about the demise of the SAV, and I felt that reinstituting the SAV on a regional basis might be feasible," said Grigg. "At Fort Campbell, we had several GIS projects that were in-progress or about to start, and I needed a lot of technical expertise. I had already established a good working partnership with Chuck Schroeder and ERDC-CERL, and asked for his help in setting up the SAV."

The SAV was scheduled and the agenda set. The focus of the SAV would be IT personnel issues, status of the GIS Improvement Program, Intranet and Internet web site issues, and automation integration. The SAV in-briefing was held on 27 November 2001 with an out-briefing three days later. Working groups for each of the four focus areas were set up and leaders appointed. Participation in the SAV was broad and enthusiastic, with representatives from all quarters, including ACSIM, CERL (Champaign), ERDC (WES, Vicksburg), all PWBC Divisions, and the Fort Campbell Information Technology Business Center (ITBC).

Grigg says the Fort Campbell SAV was one of the most beneficial things he has done with ISO dollars. "My goal at Fort Campbell is the exploitation of IT to overcome extreme workload and chronic shortage of DPW staff. To do that, we must take advantage of existing automation, such as IFS, CMS, PROMIS/PPDS and I-EIS, and develop new applications to integrate these systems. This SAV put the functional experts of the PWBC at the same table or workstation as the technical experts of the Corps, ACSIM, and A/E firms. The team was able to solve several problems immediately and work out approaches to several others."

COL Bailey, Deputy Director Judi Hudson, and the senior leaders of PWBC attended all or parts of the SAV events. At the out-briefing, the results and recommendations of each group were presented and taskers assigned. Decisions and accomplishments during the week included:

- Identification of ArcIMS malfunction and resolution actions required.
- Demonstration and instruction for Contract Management System Module.
- Acquisition strategy for replacement of outdated COBOL application.
- Commitment to comply with SDSFIE standards.
- Establishment of partnership between PWBC and ITBC.
- In-progress review (IPR) of STATREP database development project.
- Decision to send several participants to the IMI workshop in January.

"The SAV was a great success for us," commented Hudson. "We in the PWBC are so focused on the day-to-day work that it is difficult to pause and see where improvements can be made. The SAV brought in the technical experts that we don't have to solve problems and make recommendations. The information provided by Ken [Ralph of ACSIM] is one example. The CMS module of IFS is loaded on our system and available, but not fully utilized. Now we can provide some training to our people, and save the money that we would spend on custom software."

The working groups will continue to meet regularly and a follow-on IPR is scheduled for early CY02. Any questions on the Fort Campbell SAV can be directed to John Grigg, (502) 315-6396, or Chuck Schroeder, 1-800-USA-CERL, ext. 6726.

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Corps support makes DOE expansion at Chaffee possible

In just 24 months, the Department of Energy's Transportation Safeguards Training Center doubled in size and went from 1 employee to 62.

"If projections hold true, we will be able to double in size again in the next 24 months," said Lynn Pincumbe, training center manager. "The only constant here is change, and the Corps of Engineers has been able to meet our needs and keep up with all of our changes."

This monitoring room will allow controllers to view activities all over the DOE compound.

DOE's training center is located outside of Fort Smith, Arkansas, just along the Arkansas-Oklahoma state line on Fort Chaffee, which was closed in the 1995 round of base closures. The center trains federal agents who are responsible for providing security for DOE-owned nuclear weapons and special nuclear material that is transported across the country.

"This facility is mission essential for the DOE," said Mike Gillespie, the on-site training manager. "We have 57% of the work force eligible for or retiring in the next three to five years. We must train new agent candidates to replace retirees, and we must enlarge the agent work force to meet new mission requirements. This facility is very valuable.

"Our agents in the field are a little less dependent on the facility, but it is also used for the senior agent's refresher and support training on a continual reoccurring basis." DOE began operating a satellite-training center at Chaffee in 1985.

"It wasn't meant to be a permanent training site," Pincumbe said. "There was one employee and very minimal facilities." But about the time base closures hit Chaffee, DOE began to face increasing restrictions at their main training site located just outside of Albuquerque.

"We recognized that Chaffee was centrally located between our regional facilities in Amarillo, Texas; Oak Ridge, Tennessee; and Albuquerque. We already had a presence here; we just needed to develop it."

Providing support

That's when the Corps' Little Rock District was called on to help. The district had an indefinite delivery, indefinite quantity Job Order Contract with Del Jen, Inc., in place to service organizations that remained at Fort Chaffee.

Recently, Del-Jen completed the local JOC. Now they will be working at Chaffee through the district's regional JOC.

"We ask for things that others don't: 13-foot fences, special conduits for equipment, vault rooms, extensive security measures. They are strange requests, and I can't imagine trying to handle all the construction issues that are associated with these by myself. The Corps has been our saving grace here," Pincumbe said.

Pincumbe said she appreciates working with another federal agency that understands and operates under similar regulations and bureaucracy. She said Little Rock District also is quick to pull from other expertise areas within the Corps of Engineers when they don't have a particular skill in-house.

"I don't have to be concerned with extensive overhead charges either. Little Rock District is affordable, and they do quality work."

DOE recruits are trained to the level of a police SWAT team. They have physical requirements to meet such as a timed run and qualifying with a handgun, and they must complete computer-based classes on safety and hazardous material handling.

They also must learn to drive tractor-trailer rigs and obtain a commercial driver's license. DOE's sensitive cargo is transferred in these rigs.

Outstanding customer support

"We have specific requirements for each of our facilities, and we get our users involved in their design," Pincumbe ➤

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said. "When we are designing a mechanics bay, our mechanics are consulted. If we are designing an arms vault, our armor specialists are consulted. That way each of our facilities is made to the specifications of the users. This would not be possible without the Corps."

Joe Holden, the district's representative at Chaffee, and representatives from Del-Jen, Inc., meets weekly with Pincumbe to discuss project issues and changes. But it's the ongoing service that Pincumbe really appreciates.

"Joe doesn't just come by once a week. He drops by throughout the week. He watches the work that's going on, and he is constantly asking if we are pleased with the work. If we aren't, he works with the contractor and us to fix it."

Holden said Del Jen, Inc. is one of the big reasons that DOE receives such outstanding customer service.

"They maintain an office on-post, so they are able to provide immediate assistance and consultation," Holden said. "DOE changes their minds almost daily because of their changing mission requirements. If we had to wait for a contractor to travel to the site for meetings, we couldn't be as responsive or involved."

That continuing level of customer service gives Pincumbe a confidence to plan for the future.

"I keep a wish list of things I want to do here. As long as we have the list in place and prioritized, when the money comes in from our headquarters, all I have to do is attach it to a project. Our management knows when they give us money, we will spend it wisely and quickly."

Work is progressing well on an exercise control center at the site, which includes main offices, a reception area, a state-of-the-art conference center and a monitoring area for activities at the campus.

Future plans call for the construction of a firing range and skid pad where recruits can practice their marksmanship and tractor-trailer driving skills. A simunitions building, running track and hand-to-hand combat training building also are on Pincumbe's wish list.

The Department of Energy's Transportation Safeguards Training Center used the Corps to convert a WW II-era barracks into a comfortable dorm for the recruits with a kitchen and common area, exercise room and laundry facilities.

"This is the only federal training center for agents who move special nuclear material," Pincumbe said. "Managers at other DOE facilities are noticing what's happening at Fort Chaffee. They say whatever we have going on here with the Corps and the contractors is definitely working. Customer service and the ability to change as the mission changes is a need of all our facilities."

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Placing Corps specialists on base pays off big

The U.S. Army Corps of Engineers and the Fort Campbell Public Works Business Center have implemented precedent setting programs that have enhanced trust and cooperation in managing the more than $500 million military construction program at the installation.

Programs include placing Corps' specialists on base to work directly with the Fort Campbell staff, inviting two-way communication through staff meetings, and setting standardized guidelines for contractors and architect-engineers.

"We view the Corps, Louisville specifically, as an extension of our staff," said Judi Hudson, deputy, Fort Campbell Public Works Business Center. "We have a number of Corps employees who sit here (at Fort Campbell). There's a total integration of what we do. We've always had a good relationship with the District, but there used to be an us and them attitude. For us, it's a good situation. This is an engineer family."

The transition to these improved programs began in 1996, when the Corps placed Keith Rogan, a project manager, to work with operations and maintenance and small construction projects at the base. Known as the PM Forward, the position has grown to be a two-way information exchange for the Corps and the PWBC.

In 1997, the District placed Bob Ott, environmental project manager, in the base's environmental division office. Ott works with a multitude of projects from environmental compliance, pollution prevention and conservation programs. Projects cover air permits, spill containment, National Environmental Protection Act, endangered species, water and waste water programs, forestry roads, landfill maintenance, and exploded and unexploded ordnance on ranges.

Ott's position is funded through direct charges to projects while the Corps Division office funds Rogan's position. Both positions bring to life the "one door to the Corps" philosophy.

"I am the one Corps of Engineers door for environmental. Not all work at Fort Campbell is done by Louisville," said Ott. "We've had good support from our sister districts. The program is growing. Since 1997, we have doubled our work."

In FY2000, funding for the environmental program reached $2.5 million. In one year, the work grew to $18.6 million, with Louisville District's portion as $4 million. The remaining work is divided among Baltimore, Kansas City, Mobile, Nashville, Norfolk and St. Louis districts.

U.S. Rep. Ed Whitfield drives a ceremonial gold railroad spike in commemoration of the completion of a Fort Campbell rail connection to the CSX main line on Oct. 19 in Hopkinsville, KY, as MG Richard A. Cody, commander of the 101st Airborne Division, looks on.

In 1999, a Louisville District realty specialist joined the team at Fort Campbell. The position, now filled by Robert Wright, had been funded partly by the District; now, with its success, Fort Campbell has been paying for the position except for a small percentage funded through reimbursable real estate projects. Wright shares office space in the master planning section of the Public Works facility.

The base's workload merits the position according to Lloyd Foe, Corps Real Estate Military Branch chief. The workload includes advising the base's Public Works co-workers, writing business letters, processing real estate actions, and briefing members of the installation staff-- all of which helps the installation staff become more efficient in streamlining processes and increasing efficiencies.

"It could be precedent setting for the rest of the country, at least for the larger installations," said Foe, referring to the realty specialist stationed at Fort Campbell. "We see this as definitely one door to the Corps for Fort Campbell. We learn the installation's business practices and processes and the installation learns ours. We develop an understanding between the installation and the Corps-- it becomes we instead of us and them."

In military construction, the Corps' Fort Campbell construction office employs around 60 employees who administer the construction contracts and assure quality work. As the senior resident engineer, John Briggs attends weekly staff meetings with the Fort Campbell staff, and oversees the annual $100 million in construction placement.

Back in Louisville, district Corps employees in the contracting division support the facility by awarding design, construction and services contracts. In the engineering division, master planning representatives help prepare documents for military construction projects and assist the ➤

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Program Statistics

Military Construction
12 projects under design valued at $151 million
18 projects under construction valued at $322 million

Operation and Maintenance
12 projects under design valued at $24 million
10 projects under construction valued at $37 million

Environmental
More than 40 projects valued at $18.6 million

Fort Campbell staff in the $400,000 to $500,000 annual program. Numerous others manage project designs completed by architect-engineer firms or perform the designs and prepare plan and specifications themselves.

Another program that continues to evolve is the Technical Design Guide that can be found at the website http://www.lrl.usace.army.mil/ed/. This living joint document brings ideas from Corps members and both engineering and operations and management branches of public works. The guide sets the standards, identifies criteria and system preferences, and specifies process requirements for architect-engineers or contractors to follow when designing, renovating or constructing Fort Campbell projects.

This process of doing business has opened communication so the Corps can build projects that meet or exceed Fort Campbell facility users' mandates. By better serving Fort Campbell, the Corps is better serving the nation.

Soldiers prepare to train in repelling at the Air Assault Training area. U.S. Army Corps of Engineers has helped improve soldiers' lives through improved housing and other quality of life projects.

Corps projects at Fort Campbell support the Army Strategic Mobilization Program to improve the Army's ability to deploy from the United States. The new rail connector with expedited completion in reaction to the September 11 tragedy, provides direct access from the base to the CSX line. The rail marshalling yard project provides acres of concrete and 10 rail spurs to hold 200 rail cars for faster deployment. Real estate services aided in acquiring 130 acres for a new runway at the Sabre Heliport expansion project. All of these projects and the construction of the Military Operations in Urban Terrain range to train soldiers in urban combat areas, support national security.

"Whenever the U.S. is threatened, it will call the 101st or the Special Forces Groups at Fort Campbell to get troops and equipment out through the airfield and rail facilities," said Rick Lotz, Louisville District project manger for military construction. In his eight years working with Fort Campbell, he has seen an expansion of Corps' work at the installation to include not only public works projects, but educational facilities and Army readiness projects such as the railroad connector project. He attributes this increase in work to the programs and improved relationship between the two agencies, as well as the strategic importance for the 101st Airborne (Air Assault) Division.

"We offer technical advice, serve as part of the staff, part of the resolution and solution. Whether military, environmental or real estate, Fort Campbell gets us involved," Lotz said. "We have fostered a sincere partnership full of trust – open and honest. There is no more we and they. We are all one engineer family and we deal with any issue or problem together."

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Historic Buildings at Fort Sam Houston get new lease on life

The Brooke Army Medical Center at Fort Sam Houston, Texas, will soon undergo a facelift at no cost to the government.

The old Brooke Army Medical Center at Fort Sam Houston, in San Antonio, Texas, lies vacant and in bad need of repair. Nearby, two Spanish Colonial Revival period buildings, once used to house medical facilities, are also deteriorating. Soon that will change. Thanks to an unprecedented partnership between private developers and the Army, all three historic buildings will receive a sizeable facelift, at no charge to the government.

The deal was sealed this summer between Fort Sam Houston, Roy F. Weston, Inc. and Orion Partners, Inc. and the Fort Worth District has successfully completed leasing arrangements.

The public-private development venture is a pilot program for cost-efficiency in maintaining the Army's underutilized facilities and the preservation of historic properties during a time of downsizing and extremely tight budgets.

The 50-year lease provides that Weston and Orion restore the 1930s buildings. After securing leases with tenants they will renovate the facilities. Cost of restoring the buildings, consisting of more than 500,000 square feet, is estimated at approximately $46.3M. The Army will retain ownership of the buildings and will receive 46 percent of the rent over the 50-year period.

Fort Worth District Real Estate Division personnel have worked tirelessly with Weston/Orion representatives to negotiate a business development plan and the 50-year lease, which was signed by the Army on June 21, 2001.

"With this being the first of its kind in the Army, it took a lot of man-hours and effort by all the parties involved to develop the template for this concept of enhanced use leasing," said Hyla Head, chief of Fort Worth District's Real Estate Division.

"We've already been contacted by other Corps districts and installations that are gearing up to do the same thing." Upkeep of Fort Sam Houston's 740 historic buildings has greatly strained the post's operating budget but federal law protects any historical building from being demolished.

Industry conferences held in December 1998 and January 2000 informed the public about leasing opportunities of historic real estate properties on the post. The district Real Estate Division prepared a lease application package and made it available to potential developers. Weston and Orion came out on top.

Until now, the Army has always depended on Congressional appropriations to build and maintain its facilities, but those funds have not been adequate enough to keep up with costly renovations and maintenance bills. Additionally, the barriers that have kept the Army from collaborating with private industry in the past have gradually been lifted through legislation.

Richard Anderson, with the Business Development Office at Fort Sam Houston, said that the Army has not had the money to refurbish the buildings for other uses.

Anderson said that the Army typically leased land for grazing purposes but had not done anything to the scale of major renovation.

The new lease will not only help reduce operating costs for the Army but will promote public and private stewardship and the preservation of historic property in accordance with the National Historic Preservation Act. If opening up the use of facilities to the private sector at Fort Sam Houston proves successful, the Army would consider trying it at other locations to bring down costs.

Tom Chandler, president and chief operating officer of Orion Partners said he is looking to lease to whomever it makes sense to have offices on an Army installation.

"We won't start remodeling until we find an anchor tenant and other people who want the convenience of being near the government," he said. Chandler said that he expects the renovation will be completed and the buildings leased by the end of 2003.

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Who's Who at HQ

Jim Lovo

Jim Lovo (left) prepares to take over duties as Chief Installation Support Policy Branch from his predecessor, Mike Kishiyama.

Jim Lovo recently became the Chief of Policy Branch in the Installation Support Division of Military Programs Directorate. No stranger to the installation support business, Lovo has been involved with almost every aspect of this important area throughout his government career.

After graduating from South Dakota State University in 1971, Lovo went on to complete the Engineer Officers Course at Fort Belvoir that same year.

In 1975, he became Chief of Engineering, Plans and Services Division at the Army Directorate of Engineering and Housing, in Neu Ulm, Germany, managing master planning, real estate, design and construction programs for the installation.

From 1979 to 1985, Lovo was a senior staff officer in the Facilities Engineering Division, Office of the Assistant Chief of Engineers. He developed Army policies for key issues ranging from position classification, contracting and consolidations to productivity programs, management of information systems and executive training programs. He also played a key role in the Chief of Engineers' Green Ribbon Panel on support to installations.

Promoted to Assistant Director, Directorate of Engineering and Construction, at Corps headquarters in 1987, Lovo became the Job Order Contracting Test Program manager, responsible for the Army decision to approve implementation of JOC. "I also enjoyed working other major initiatives such as the creation of the U.S. Army Engineering and Housing Support Center, one of ISD's predecessors, and Third Party Contracting programs," he added.

In the early 1990s, Lovo was the Chief of the Installation Support Branch in the Construction Division at the Corps headquarters. "As the proponent for the Corps of Engineers reimbursable support program for military installations, we led the development of the Installation Support Handbook, Installation Support Training Course, and the establishment of the Installation Support Reinvention Center," he said.

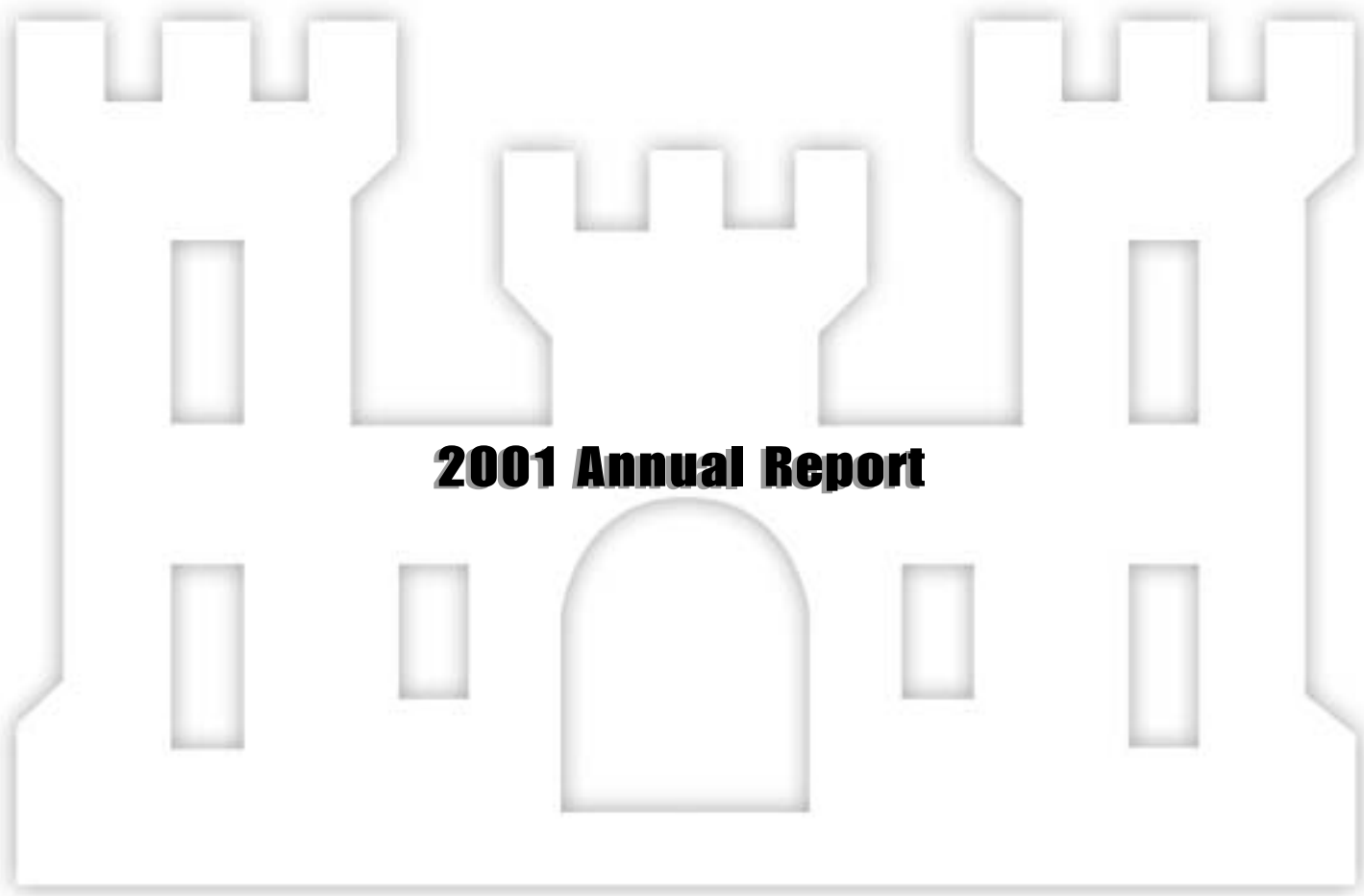
In 1994, Lovo became Chief, Construction Management Branch, in the Construction Division. "We were proponent for the Resident Management System for construction management, policies for construction contractor performance evaluation, installation support, and customer satisfaction evaluation for the Corps' military programs," Lovo explained. "I was also involved in USACE's development and deployment of the Logistics Civil Augmentation Program (LOGCAP) contract, both initially and in various contingency operations."

In summer 2000, Lovo moved to the newly formed Interagency and International Services Division as Chief of Strategy Implementation Branch. In February 2001, he also became Acting Chief of Strategy and Analysis Branch, where he was involved in strategic planning, analysis, measurement and other initiatives such as the USACE Vision and Campaign Plan.

In December 2001, he assumed his new role as Chief, Installation Support Policy Branch.

When asked what his plans for the coming years are, Lovo replied that his primary goal is to assist USACE in finding the best ways to help Army Public Works accomplish their challenging missions. "Housing, facilities and associated services are critical to our Army's readiness and warfighting. We continually need to focus on our customers and find new ways to help them help our Nation's soldiers and their families. I also want to emphasize effective communications, teamwork, and understanding among USACE and the folks we support," he concluded.

Lovo, a registered professional engineer, resides in Alexandria, Virginia, with his wife and two teenage children. You may contact him at (202) 761-5777 or e-mail: james.v.lovo@usace.army.mil **PWD**



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